



## Executive Committee Agenda

Date: Wednesday, December 16, 2020  
Time: 9:00 am  
Location: Electronic meeting, Public venue  
Islands Trust  
200-1627 Fort Street  
Victoria, BC V8R 1H8

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|                                                            | <b>Pages</b> |
|------------------------------------------------------------|--------------|
| 1. CALL TO ORDER                                           |              |
| 2. APPROVAL OF AGENDA                                      |              |
| 2.1. Introduction of New Items                             |              |
| 2.2. Approval of Agenda                                    |              |
| 3. ADOPTION OF MINUTES                                     |              |
| 3.1. November 18 draft minutes                             | 4 - 16       |
| 3.2. November 30 draft minutes                             | 17 - 19      |
| 4. FOLLOW UP ACTION LIST AND UPDATES                       |              |
| 4.1. Follow Up Action List/Director/CAO Updates            | 20 - 24      |
| 4.2. Local Trust Committee Chair Updates                   |              |
| 4.3. Islands Trust Conservancy Liaison Update              |              |
| 4.3.1. Islands Trust Conservancy Report                    | 25 - 27      |
| 5. BYLAWS FOR APPROVAL CONSIDERATION                       |              |
| None                                                       |              |
| 6. TRUST COUNCIL MEETINGS                                  |              |
| 6.1. Executive                                             |              |
| 6.1.1. Roundtable                                          |              |
| 6.1.2. December Trust Council Business Decision Highlights | 28 - 29      |
| 6.1.3. Trust Council Follow-up Action List (FUAL)          | 30 - 38      |
| 6.2. Local Planning Services                               |              |
| 6.3. Administrative Services                               |              |
| 6.4. Trust Area Services                                   |              |

## **7. EXECUTIVE COMMITTEE PROJECTS**

### **7.1. Trust Council Initiated**

#### **7.1.1. Executive**

- 7.1.1.1. Selection of Executive Committee Representative for the Governance and Operations Review Steering Committee and Review of Project Implementation - RFD** 39 - 53

THAT Executive Committee appoint \_\_\_\_\_ to represent Executive Committee on the Governance and Operations Review Steering Committee.

- 7.1.1.2. Key Messages re: Governance/Operations/Management Review - Briefing** 54 - 55

- 7.1.1.3. Galiano LTC re: motion to issue press release on travel to islands** 56 - 56

#### **7.1.2. Trust Area Services**

- 7.1.2.1. Climate Change Stewardship Education Program – RFD** 57 - 59

That Executive Committee endorse the Climate Change Stewardship Education Program – Phase 2 webinar series project charter, dated December 16, 2020.

- 7.1.2.2. Phase II of Islands 2050 Public Engagement & Policy Directions Report - Briefing** 60 - 76

#### **7.1.3. Local Planning Services**

#### **7.1.4. Administrative Services**

### **7.2. Executive Committee Initiated**

#### **7.2.1. Executive**

- 7.2.1.1. Proposed Amendments to Trust Council Procedure Bylaw No. 101 - Briefing** 77 - 78

- 7.2.1.2. Trust Council Policy Review Analysis - Briefing** 79 - 80

#### **7.2.2. Trust Area Services**

#### **7.2.3. Local Planning Services**

#### **7.2.4. Administrative Services**

## **8. NEW BUSINESS**

### **8.1. Executive/Trust Council**

### **8.2. Trust Area Services**

#### **8.2.1. LTC Chairs Report on Local Advocacy Topics**

### **8.3. Local Planning Services**

### **8.4. Administrative Services**

## **9. CORRESPONDENCE (for information unless raised for action)**

- 9.1. Trustee Johnston re: Sept TC meeting feedback dated Sept 29, 2020** 81 - 81

- 9.2. G. Kruzynski re: disturbance by unmuffled boat exhaust noise emails dated Nov 21-23, 2020** 82 - 85

|       |                                                                                                                                                                                                                                           |         |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 9.3.  | Re: Thank you for GL-RZ-2019.1 sponsorship of application letter dated December 3, 2020                                                                                                                                                   | 86 - 86 |
| 9.4.  | D. Owens re: Enhance Islands Trust's Jurisdiction over Tree Cutting email dated December 5, 2020                                                                                                                                          | 87 - 87 |
| 9.5.  | L. Pratt email dated Dec 7, 2020 re: Concerns regarding low sulfur marine fuel oils                                                                                                                                                       | 88 - 90 |
| 10.   | <b>WORK PROGRAM</b>                                                                                                                                                                                                                       |         |
| 10.1. | Review and amendment of current work program                                                                                                                                                                                              | 91 - 94 |
| 11.   | <b>NEXT MEETING</b>                                                                                                                                                                                                                       |         |
|       | The next Executive Committee business meeting is scheduled to be held electronically, January 13, 2021 at 9:00 a.m.                                                                                                                       |         |
| 12.   | <b>CLOSED MEETING</b>                                                                                                                                                                                                                     |         |
|       | That the meeting be closed to the public subject to Sections 90(1)(i) of the Community Charter in order to consider matters related to receipt of advice that is subject to solicitor-client privilege and that staff attend the meeting. |         |
| 13.   | <b>RISE AND REPORT DECISIONS FROM CLOSED MEETING (if applicable)</b>                                                                                                                                                                      |         |
| 14.   | <b>ADJOURNMENT</b>                                                                                                                                                                                                                        |         |



## Executive Committee Minutes of Regular Meeting

**Date:** November 18, 2020  
**Location:** Electronic meeting, Public venue  
Islands Trust  
200-1627 Fort Street  
Victoria, BC V8R 1H8

**Members Present:** Peter Luckham, Chair, Thetis Island  
Dan Rogers, Vice Chair, Gambier/Keats Island  
Laura Patrick, Vice Chair, Salt Spring Island  
Sue Ellen Fast, Vice Chair, Bowen Island Municipality

**Staff Present:** Russ Hotsenpiller, Chief Administrative Officer (Victoria Office)  
David Marlor, Director, Local Planning Services  
Clare Frater, Director, Trust Area Services  
Lisa Wilcox, Senior Intergovernmental Policy Advisor  
Dilani Hippola, Acting Senior Policy Advisor  
Lori Foster, Executive Coordinator/Recorder (Victoria Office)

**Regrets:** Julia Mobbs, Director of Administrative Services

All attendees participated electronically. The public could attend via webinar phone-in or electronic attendance.

### 1. CALL TO ORDER

At 9:04 a.m., Chair Luckham, called the meeting to order stating gratitude to live and work on Coast Salish traditional and treaty territory.

### 2. APPROVAL OF AGENDA

#### 2.1 Introduction of New Items

For consideration to add to the agenda the following items:

- 8.1.1 Potential legislative and procedure change by the Islands Trust in relation to forest protection – Briefing
- 8.5 West Ballenas Island
- 9.10 Pare correspondence

#### 2.2 Approval of Agenda

**By general consent**, the agenda was approved as amended.

##### 2.2.1 Agenda Context Notes

For information as presented.

### **3. ADOPTION OF MINUTES**

#### **3.1 Executive Committee October 21 draft minutes**

**By general consent**, the Executive Committee October 21 draft minutes were adopted as presented.

### **4. FOLLOW UP ACTION LIST AND UPDATES**

#### **4.1 Follow Up Action List/Director/CAO Updates**

Chief Administrative Officer (CAO) Hotsenpiller spoke to his follow-up action list report and the status of items in progress. He addressed upcoming amendments to the current Islands Trust COVID-19 Safety Plan as Provincial Health Officer recommendations change and the number of COVID cases increase.

Director of Local Planning Services (DLPS) Marlor reviewed a Power Point entitled Local Planning Services Renewal for presentation at December Trust Council.

**By general consent**, the Power Point entitled Local Planning Services Renewal was added to 6.6.6 of the agenda.

Director of Trust Area Services (DTAS) Frater spoke to updates regarding TAS projects including the Policy Statement Amendment Project, website updates and secretariat services.

#### **4.2 Local Trust Committee Chair Updates**

Chairs of their local trust committees (LTC) gave verbal updates on recently attended and upcoming LTC meetings, committee meetings and, spoke to advocacy issues.

#### **4.3 Islands Trust Conservancy Liaison Update**

Vice Chair Fast spoke to the reports presented in today's agenda package being forwarded to Trust Council.

### **5. BYLAWS FOR APPROVAL CONSIDERATION**

#### **5.1 Mayne Island LTC Bylaw No. 180 (LUB Amendment)**

Vice Chair Rogers spoke to the bylaw amendment report as presented.

**EC-2020-151**

**It was Moved and Seconded,**

That the Islands Trust Executive Committee approve Mayne Island Local Trust Committee Bylaw No. 180, cited as "Mayne Island Land Use Bylaw No. 146, 2008, Amendment No.1, 2020" in accordance with Section 27 of the Islands Trust Act.

Discussion followed on First Nations referral, which did not occur as noted in the report, regarding this bylaw amendment.

**EC-2020-152**

**It was Moved and Seconded,**

That Executive Committee withdraw motion EC-2020-151.

**CARRIED**

**EC-2020-153**

**It was Moved and Seconded,**

That Executive Committee return the Mayne Island Local Trust Committee Bylaw No. 180, cited as "Mayne Island Land Use Bylaw No. 146, 2008, Amendment No.1, 2020" for referral to First Nations inconsideration of Trust Council's reconciliation policies.

**CARRIED**

The meeting recessed for a break at 10:44 a.m. and reconvened at 10:51 a.m.

**6. TRUST COUNCIL MEETING PREPARATION**

**6.1 Trust Council Dec 1-3 draft schedule**

CAO Hotsenpiller spoke to the schedule as presented. Discussion followed on refining timing for the session items.

**EC-2020-154**

**It was Moved and Seconded,**

That Trust Council meeting day, Thursday, December 3 begin at 8:30 a.m., and break at 10:00 a.m.

**CARRIED**

**By general consent,** add to the schedule and agenda, under Local Planning Services, the LPS Renewal Presentation.

**6.2 Trust Council Dec 1-3 draft agenda**

**By general consent,** forward to Trust Council as amended in item 6.1.

**6.3 General Business Arising**

**6.3.1 September Trust Council draft minutes**

**By general consent,** forward to Trust Council as presented.

6.3.2 Trust Council RWM Report

**By general consent,** present only the recent resolution without meeting (RWM) report, and forward to Trust Council as amended.

**6.4 Executive**

6.4.1 CAO Report

**By general consent,** add Union of British Columbia Municipalities (UBCM) resolution regarding liveboards and, topic of discussion with Minister Heyman at UBCM and forward to Trust Council as amended.

6.4.2 Executive Committee Work Program Report

**By general consent,** forward to Trust Council as presented.

6.4.3 Trust Council Follow-up Action List (FUAL)

Update item 8 under Local Planning Services as “in progress.”

**By general consent,** forward to Trust Council as amended.

6.4.4 Strategic Plan Update

Amend, on page 91 of the agenda package, item to request Regional Planning Committee report on the usefulness of mapping.

**By general consent,** forward to Trust Council as amended.

6.4.5 Continuous Learning Plan

**By general consent,** forward to Trust Council as presented.

6.4.6 Trust Council 2021 meeting and location schedule – RFD

**By general consent,** forward to Trust Council as presented.

6.4.7 Session Outline: Best Practices for Governance - Staff Relations

**By general consent,** forward to Trust Council as presented.

6.4.8 Delegation Requests

**By general consent,** Executive Committee approved 10 minutes for each delegation presentation.

6.4.8.1 Salt Spring Community Economic Development Commission & SSI Chamber of Commerce re: Ganges Village Area Planning

**By general consent,** forward to Trust Council as presented.

6.4.8.2 Michael Sketch Delegation re: Structure and Implementation of the Trust Policy Statement

**By general consent,** forward to Trust Council as presented.

6.4.9 Trustees re: Islands Trust Governance and Management Review 2021 – RFD

**By general consent,** forward to Trust Council as presented.

6.4.10 Trustee Morrison re: Accelerating Staffing Shifts to Support Strategic Plan Goals – RFD

**By general consent,** forward to Trust Council as presented.

6.4.11 Trust Council Priorities Chart

**By general consent,** forward to Trust Council as presented.

**6.5 Trust Area Services**

6.5.1 Director of Trust Area Services Report

**By general consent,** forward to Trust Council as presented.

6.5.2 Trust Programs Committee Work Program Report

**By general consent,** forward to Trust Council as presented.

6.5.3 Islands Trust Conservancy Report

**By general consent,** forward to Trust Council as presented.

6.5.4 Legislative Monitoring Report – Briefing

**By general consent,** forward to Trust Council as presented.

6.5.5 Policy Statement Amendment Project Update – Briefing

**By general consent,** forward to Trust Council as presented.

6.5.6 Climate Change Stewardship Education Program – Briefing



Change the phrase on page 167 “living on a network of protected islands” to “living in the Trust area”.

**By general consent**, forward to Trust Council as amended.

6.5.7 Community Benefit Land Trust Concept – Briefing

Page 170, first line, change the word “in” to “into”. Page 171, remove fourth paragraph, which starts “In summary...”

**By general consent**, forward to Trust Council as amended.

6.5.8 Moss Mountain NAPTEP Certificate, Salt Spring Island – RFD

Discussion was heard that this item had not been provided to the Salt Spring Island Local Trust Committee for information prior to being brought forward to this Trust Council.

DTAS Frater will provide clarity on the process of LTC referrals for comment regarding NAPTEP certificates.

**By general consent**, forward to Trust Council as presented.

6.5.9 Leader NAPTEP Certificate, Salt Spring Island – RFD

**By general consent**, forward to Trust Council as presented.

The meeting recessed for lunch at 12:02 p.m. and reconvened at 12:32 p.m.

**6.6 Local Planning Services**

6.6.1 Director of Local Planning Services Report

Clarify, under Groundwater Recharge Mapping Project, the select northern islands which come under the project and, remove the “three tenants” and, clarify the Regional Planning Committee’s approval regarding the usefulness of the mapping.

**By general consent**, forward to Trust Council as amended.

6.6.2 Regional Planning Committee Work Program Report

**By general consent**, forward to Trust Council as presented.

6.6.3 Cost of Local Trust Committee Application and Referral Processing – Briefing

**By general consent**, forward to Trust Council as presented.

6.6.4 Amendment to Strategic Plan for Heritage Preservation Overlay Mapping – RFD

**By general consent,** forward to Trust Council as presented.

6.6.5 Gabriola Island LTC UBCM Active Transportation Planning Grant Application – RFD

**By general consent,** forward to Trust Council as presented.

6.6.6 Local Planning Services Renewal – Presentation

**By general consent,** forward to Trust Council as presented.

**6.7 Administrative Services**

CAO Hotsenpiller noted Director of Administrative Services Mobbs could not be present and he would answer any questions.

6.7.1 Director of Administrative Services Report

**By general consent,** forward to Trust Council as presented.

6.7.2 Financial Planning Committee Work Program Report

**By general consent,** forward to Trust Council as presented.

6.7.3 September 30, 2020 Quarterly Financial Report – RFD

**By general consent,** forward to Trust Council as presented.

6.7.4 September 30, 2020 Financial Forecast – Briefing

**By general consent,** forward to Trust Council as presented.

6.7.5 Proposed 2021/22 Budget to Trust Council

**By general consent,** forward to Trust Council as presented.

6.7.5.1 Budget Session Overview

**By general consent,** forward to Trust Council as presented.

6.7.5.2 Budget Assumptions and Principles – Briefing

**By general consent,** forward to Trust Council as presented.

6.7.5.3 Draft 2021/22 Budget Overview and Highlights - Briefing

Ensure reference to the co-op student position is accurate.

**By general consent**, forward to Trust Council after review by staff.

#### 6.7.5.4 Draft 2021/22 Budget Funding Requests

**By general consent**, forward to Trust Council as amended in 6.7.5.4.2.

##### 6.7.5.4.1 Funding Requests Summary

**By general consent**, forward to Trust Council as presented.

##### 6.7.5.4.2 Funding Requests Business Cases

Pages 280 and 282 of the agenda package, the word “urban” be replaced with village or community as the word “urban” threatens rural funding opportunities.

**By general consent**, forward to Trust Council as amended.

## 7. EXECUTIVE COMMITTEE PROJECTS

### 7.1 Trust Council Initiated

#### 7.1.1 Executive – None

#### 7.1.2 Trust Area Services

##### 7.1.2.1 Policy Statement Amendment Project Charter v3 – RFD

Director of Trust Area Services (DTAS) Frater spoke to the request for decision (RFD) and the revised project charter which proposes a special meeting of Trust Council in May.

#### **EC-2020-155**

#### **It was Moved and Seconded,**

That Executive Committee approve the Policy Statement Amendment Project Charter Version 3.

**CARRIED**

#### 7.1.3 Local Planning Services – None

#### 7.1.4 Administrative Services – None

## 7.2 Executive Committee Initiated

### 7.2.1 Executive

#### 7.2.1.1 Executive Committee Sponsorship Application re: GL-RZ-2019.1 – RFD

Director of Local Planning Services Marlor (DLPS) Marlor spoke to the application which meets the criteria for sponsorship.

##### **EC-2020-156**

##### **It was Moved and Seconded,**

THAT the Executive Committee approve financial sponsorship of \$4950 for rezoning application GL-RZ-2019.1 which would amend the Official Community Plan and Land Use Bylaw to allow for an affordable housing development.

**CARRIED**

Vice Chair Rogers requested his abstention be recorded.

#### 7.2.1.2 Executive Committee Sponsorship Application re: TH-DVP-2020.1 – RFD

DLPS Marlor spoke to the application.

##### **EC-2020-157**

##### **It was Moved and Seconded,**

THAT the Executive Committee approve financial sponsorship of \$935.00 for Development Variance Permit application TH-DVP-2020.1 (Ruxton Island Property Owners Association [Irish]) which would allow the Ruxton Island Property Owners Association to build a 42m2 emergency service equipment storage building. The Ruxton Island Property Owners Association sought to vary the Thetis Associated Islands Land Use Bylaw No. 94, 2014, Section 5.1(9) in order to permit the construction.

**CARRIED**

#### 7.2.1.3 Use of CRD Boardroom Facilities – Briefing

Received as presented.

#### 7.2.1.4 Endorse Vice Chair Fast conference funding request

##### **EC-2020-158**

##### **It was Moved and Seconded,**

That Executive Committee reimburse Vice Chair Fast's attendance at the 2020 Virtual Symposium on Water Stewardship in a Changing Climate, November 19, 26 and December 3 and cover the \$50.00 registration costs.

**CARRIED**

7.2.1.5 Executive Committee (EC) 2021 electronic versus in-person meetings budget and legislative considerations

CAO Hotsenpiller spoke to the recommendation and noted EC should maintain some budget for the year.

**EC-2020-159**

**It was Moved and Seconded,**

That in order to meet the principles of openness, transparency, and accessibility, meetings of the Executive Committee will be held electronically until Ministerial Orders under the Emergency Program Act and requirements or recommendations under the Public Health Act change regarding public attendance at trust body meetings; and that such meetings be live streamed, and the public invited to participate in meetings by connecting to the link or the phone number provided in the meeting notice, in order to observe proceedings and speak when invited by the Chair.

**CARRIED**

**EC-2020-160**

**It was Moved and Seconded,**

That Executive Committee hold its 2021 Executive Committee meetings electronically but reserve \$3000.00 for meeting contingency.

**CARRIED**

7.2.2 Trust Area Services

7.2.2.1 Chair letters to newly appointed Ministers and MLAs

**EC-2020-161**

**It was Moved and Seconded,**

That Executive Committee request that the Chair write letters introducing the Islands Trust to new elected Islands Trust Area Members of the Legislative Assembly, and to relevant new ministers.

**CARRIED**

CAO Hotsenpiller requested Executive Committee address the late item, overlooked under Trust Council meeting preparation, item 6.7.5.4.1 regarding a half-time communications position as a stand-alone item and, the budget reductions briefing, which will be included in the Trust Council package.

**By general consent,** these items were forwarded to Trust Council as presented.

7.2.3 Local Planning Services - None

7.2.4 Administrative Services - None

## **8. NEW BUSINESS**

### **8.1 Executive/Trust Council**

#### **8.1.1 Potential legislative and procedure change by the Islands Trust in relation to forest protection – Briefing**

CAO Hotsenpiller spoke to the briefing and verbally gave options on next steps regarding this resolution from June Trust Council and action moving forward.

#### **EC-2020-162**

#### **It was Moved and Seconded,**

That Executive Committee forward this report to Trust Council for the upcoming Trust Council meeting, for information, and that the report be brought to a future Executive Committee meeting for next steps.

**CARRIED**

### **8.2 Trust Area Services**

#### **8.2.1 LTC Chairs Report on Local Advocacy Topics - None**

### **8.3 Local Planning Services – None**

### **8.4 Administrative Services – None**

### **8.5 West Ballenas Island**

A verbal update was given that British Columbia (BC) Parks still has to closed on the sale of this private island, but that the funds had been raised for purchase by BC Parks.

## **9. CORRESPONDENCE**

### **9.1 Trustee McConchie re: engage working islander families emails dated Oct 26-28, 2020**

Vice Chair Roger's asked that Chair Luckham request from Trustees feedback, after Trust Council verbally or in writing, regarding the meeting format of holding an evening session.

### **9.2 FLNRORD Deputy Minister Response to UBCM Minister Meeting dated October 19, 2020**

Received for information.

### **9.3 S. Washington-Smyth re: release legal opinion re: SA-TUP-2020.1 email dated October 18, 2020**

CAO Hotsenpiller noted a report is pending on this item.

**9.4 Islands Trust Conservancy letter re: Proposed Visual Quality Objectives (VQO) for Lasqueti Island dated October 14, 2020**

Received for information.

**9.5 Denman LTC forward L. Larkin CORR re: request for new regulations to protect our forests email dated Sept 15, 2020**

Received for information.

**9.6 Oceans Protection Plan - Cumulative Effects of Marine Shipping - Draft Framework for Review & Comment email dated November 3, 2020**

Received for information.

**9.7 Transition Salt Spring invitation to November 30 stakeholder hybrid meeting letter dated November 3, 2020**

Received for information.

**9.8 M. Murray re: West Ballenas Island email dated November 9, 2020**

Received for information.

**9.9 J. Roe re: dead boats email dated November 11, 2020**

Chair Luckham will forward this email to Trustees, to communicate directly with the Dead Boats Society.

**9.10 Pare Correspondence**

**By general consent,** forward item 9.10 to December Trust Council correspondence.

**10. WORK PROGRAM**

**10.1 Review and amendment of current work program**

Received for information.

**11. NEXT MEETING**

The next Executive Committee business meeting will be held November 30, 2020 - the pre-Trust Council meeting - followed by December 16, 2020, the last scheduled business meeting for 2020.

At 2:10 p.m., the meeting was closed to the public.

**12. CLOSED MEETING**

**EC-2020-163**

**It was Moved and Seconded,**

That the meeting be closed to the public subject to Sections 90(1)(i)(b) of the Community Charter in order to consider matters related to advice that is subject to solicitor-client privilege and personal information about an identifiable individual who is being considered for a municipal award or honour, or who has offered to provide a gift to the municipality on condition and that staff attend the meeting.

**CARRIED**

At 3:12 p.m., the meeting was re-opened to the public.

**13. RISE AND REPORT DECISIONS FROM CLOSED MEETING**

Chair Luckham reported that the legal opinion by Bill Buholzer regarding the Policy Statement Amendment Project was released to the public and, that staff are investigating the BC Reconciliation Award.

**14. ADJOURNMENT**

**By general consent,** the meeting was adjourned at 3:13 p.m.

\_\_\_\_\_  
**Peter Luckham, Chair**

**Certified Correct**

\_\_\_\_\_  
**Lori Foster, Executive Coordinator**





## Executive Committee Minutes of Regular Meeting

**Date:** November 30, 2020

**Location:** Electronic meeting, Public venue  
Islands Trust  
200-1627 Fort Street  
Victoria, BC V8R 1H8

**Members Present:** Peter Luckham, Chair, Thetis Island  
Dan Rogers, Vice Chair, Gambier/Keats Island  
Laura Patrick, Vice Chair, Salt Spring Island  
Sue Ellen Fast, Vice Chair, Bowen Island Municipality

**Staff Present:** Russ Hotsenpiller, Chief Administrative Officer (Victoria Office)  
David Marlor, Director, Local Planning Services  
Clare Frater, Director, Trust Area Services  
Julia Mobbs, Director of Administrative Services (when she arrived)  
Lori Foster, Executive Coordinator/Recorder (Victoria Office)

### 1. CALL TO ORDER

At 9:02 a.m., Chair Luckham, called the meeting to order stating gratitude to live and work on Coast Salish traditional and treaty territory.

### 2. APPROVAL OF AGENDA

#### 2.1 Introduction of New Items - None

#### 2.2 Approval of Agenda

By general consent, the agenda was adopted as presented.

### 3. ADOPTION OF MINUTES - None

### 4. FOLLOW UP ACTION LIST AND UPDATES

#### 4.1 Follow Up Action List (FUAL)/Director/CAO Updates

Chief Administrative Officer (CAO) Hotsenpiller spoke to the status of FUAL items.

Discussion followed on the appointment of the new provincial cabinet since the election.

Directors reviewed their items on the FUAL list and spoke to upcoming Trust Council meeting logistics.

#### **4.2 Local Trust Committee Chair Updates**

Vice Chairs gave verbal updates on recently attended LTC meetings. Topics of discussion included affordable housing, First Nations reconciliation, current applications, associated public hearings and community information meetings and local trust committee (LTC) project work.

#### **4.3 Islands Trust Conservancy Liaison Update**

Vice Chair Fast noted that the December Trust Council agenda package contains the recent Conservancy report with updates.

#### **5. BYLAWS FOR APPROVAL CONSIDERATION - None**

#### **6. TRUST COUNCIL MEETING PREPARATION - None**

**6.1 Executive - None**

**6.2 Local Planning Services - None**

**6.3 Administrative Services - None**

**6.4 Trust Area Services - None**

#### **7. EXECUTIVE COMMITTEE PROJECTS - None**

##### **7.1 Trust Council Initiated - None**

7.1.1 Executive - None

7.1.2 Trust Area Services - None

7.1.3 Local Planning Services - None

7.1.4 Administrative Services - None

##### **7.2 Executive Committee Initiated - None**

7.2.1 Executive - None

7.2.2 Trust Area Services - None

7.2.3 Local Planning Services - None

7.2.4 Administrative Services - None

#### **8. NEW BUSINESS - None**

**8.1 Executive/Trust Council - None**

**8.2 Trust Area Services - None**

8.2.1 LTC Chairs Report on Local Advocacy Topics - None

**8.3 Local Planning Services - None**

**8.4 Administrative Services - None**

#### **9. CLOSED MEETING – None**

#### **10. RISE AND REPORT DECISIONS FROM CLOSED MEETING - None**

**11. CORRESPONDENCE**

**11.1 R. Kasting letter dated Nov 23, 2020 re: freighter anchorages in the Gulf Islands**

**By general consent**, forward R. Kasting letter to all trustees for information.

**11.2 A. Hodson re: Notice of Application to Front Counter, BC Prov Team letter dated Nov 12, 2020**

Vice Chair Rogers spoke to redacting the term potlach contained in the correspondence.

**By general consent**, forward to Legislative Services Manager Thiel for information and advice on the redaction of the word “potlatch” contained in A. Hodson correspondence.

**11.3 A. Hodson re: Gabriola development letter dated Nov 18, 2020**

**By general consent**, forward to Legislative Services Manager Thiel.

**12. WORK PROGRAM**

**12.1 Review and amendment of current work program**

Received as presented.

**13. NEXT MEETING**

The next meeting of the Executive Committee is December 16, 2020.

**14. ADJOURNMENT**

**By general consent**, the meeting was adjourned at 10:14 a.m.

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**Peter Luckham, Chair**

**Certified Correct**

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**Lori Foster, Executive Coordinator**



## Follow Up Action Report

### Executive Committee

#### Chief Administrative Officer

| Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Responsibility    | Dates                                       | Status      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------------------------|-------------|
| 1 Discuss with the province and report to Trust Council at the December Trust Council meeting on a process to identify potential governance and/or operational change that could be adopted in order to improve the delivery and integration of all the types of services that are delivered to the Islands Trust Area.                                                                                                                                                                                                                                                                | Russ Hotsenpiller | Meeting: 12-Sep-2017<br>Target: 05-Dec-2017 | In Progress |
| 2 THAT Executive Committee direct that staff develop draft policy regarding the provision of electronic meetings for application by Trust Council and Committees for when the Provincial State of Emergency is concluded.                                                                                                                                                                                                                                                                                                                                                              | Russ Hotsenpiller | Meeting: 30-Sep-2020<br>Target: 16-Dec-2020 | In Progress |
| 3 Follow-up with FLNRORD staff re: PMFL and UBCM minister meeting, legal opinion already sent.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Russ Hotsenpiller | Meeting: 30-Sep-2020<br>Target: 21-Oct-2020 | In Progress |
| 4 That in order to meet the principles of openness, transparency, and accessibility, meetings of the Executive Committee will be held electronically until Ministerial Orders under the Emergency Program Act and requirements or recommendations under the Public Health Act change regarding public attendance at trust body meetings; and that such meetings be live streamed, and the public invited to participate in meetings by connecting to the link or the phone number provided in the meeting notice, in order to observe proceedings and speak when invited by the Chair. | Russ Hotsenpiller | Meeting: 18-Nov-2020                        | Completed   |

## Follow Up Action Report

### Executive Committee

#### Chief Administrative Officer

| Activity                                                                                                                                                                                         | Responsibility    | Dates                                       | Status      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------------------------|-------------|
| 5 That the report Potential legislative and procedure change by the Islands Trust in relation to forest protection - Briefing be brought to a future Executive Committee meeting for next steps. | Russ Hotsenpiller | Meeting: 18-Nov-2020<br>Target: 03-Feb-2021 | In Progress |

#### Director, Administrative Services

| Activity                                                                                                                                                                                                                                                        | Responsibility              | Dates                | Status      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------|-------------|
| 1 Review Islands Trust Policy 6.5.2 as a whole and specifically make recommendations to amend the policy to ensure the policy is clear in regards to the process and decision making authority related to proposed "overspends" for any particular budget item. | Carmen Thiel<br>Julia Mobbs | Meeting: 21-Oct-2020 | In Progress |

#### Director, Trust Area Services

| Activity                                                                                                                                                                                                                 | Responsibility | Dates                                       | Status      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------------------------|-------------|
| 1 Investigate options for local trust committees with respect to being notified of aquaculture and mariculture license changes including changes in species in its negotiation of protocol agreements with the province. | Clare Frater   | Meeting: 30-Jan-2019<br>Target: 31-Mar-2020 | In Progress |



## Follow Up Action Report

### Executive Committee

#### Director, Trust Area Services

| Activity                                                                                                                                                                                                                                                                                                                                                | Responsibility | Dates                                       | Status      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------------------------|-------------|
| 2 That staff be requested to draft a letter to BIM Council encouraging them to engage with First Nations consistent with the Islands Trust reconciliation declaration.                                                                                                                                                                                  | Clare Frater   | Meeting: 02-Oct-2019<br>Target: 31-Mar-2021 | In Progress |
| 3 Authorize a grant of \$4,500 (from History and Heritage Grants) to Drama Camp Productions in support of the application to host screenings of the movie Dust n Bones and reconciliation discussions on Hornby, Denman and Gabriola Islands, subject to support of local trustees and affected local trust committees. Screening on HOLD due to COVID. | Clare Frater   | Meeting: 26-Feb-2020<br>Target: 31-Mar-2021 | In Progress |
| 4 That staff redirect funding approved by resolution EC-2020-032 from its February 26th business meeting for Hornby Island under the History and Heritage grant application, be allocated to a Dust n Bones screening event on Salt Spring Island. On HOLD due to COVID.                                                                                | Clare Frater   | Meeting: 10-Mar-2020<br>Target: 31-Mar-2021 | In Progress |
| 5 That Trust Council request that the Executive Committee support Bowen Island Municipality in its efforts to oppose recreational use of motorized vehicles on Mount Gardner Crown land, subject to consultation with First Nations.                                                                                                                    | Clare Frater   | Meeting: 17-Jun-2020<br>Target: 31-Mar-2021 | In Progress |
| 6 The Executive Committee request staff to provide a Learning at Home series on the one year anniversary on the Calls for Justice report.                                                                                                                                                                                                               | Clare Frater   | Meeting: 05-Aug-2020<br>Target: 31-Mar-2021 | In Progress |



## Follow Up Action Report

## Executive Committee

## Director, Trust Area Services

| Activity                                                                                                                                                                                                                                                                              | Responsibility | Dates                                       | Status      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------------------------|-------------|
| <b>7</b> That Executive Committee request Director of Trust Area Services Frater invite the Coast Guard to make a presentation at Trust Council or, an education session to be arranged regarding oil spill response planning.                                                        | Clare Frater   | Meeting: 30-Sep-2020<br>Target: 05-Feb-2021 | In Progress |
| <b>8</b> Chair letter to former staff person, Jennifer Eliason, thanking her for her years of service and look forward to working with her in the future.                                                                                                                             | Clare Frater   | Meeting: 21-Oct-2020<br>Target: 18-Nov-2020 | Completed   |
| <b>9</b> 3. Executive Committee request that the Trust Programs Committee consider the Missing and Murdered Indigenous Women and Girls Calls for Justice when developing draft amendments to the Policy Statement.                                                                    | Clare Frater   | Meeting: 21-Oct-2020<br>Target: 31-Mar-2020 | Completed   |
| <b>10</b> 6. The Chair to write to the Union of British Columbia Municipalities Executive to report on actions taken by Islands Trust in response to the UBCM recommendation to its members that they consider the Missing and Murdered Indigenous Women and Girls Calls for Justice. | Clare Frater   | Meeting: 21-Oct-2020<br>Target: 16-Dec-2020 | Completed   |
| <b>11</b> Chair to respond to J. Roe correspondence re: dead boats email dated Nov 11.                                                                                                                                                                                                | Clare Frater   | Meeting: 18-Nov-2020<br>Target: 16-Dec-2020 | Completed   |
| <b>12</b> Executive Committee approve the Policy Statement Amendment Project Charter v3.                                                                                                                                                                                              | Clare Frater   | Meeting: 18-Nov-2020<br>Target: 30-Nov-2020 | Completed   |
| <b>13</b> Chair write letters introducing the Islands Trust to new elected Islands Trust Area Members of the Legislative Assembly, and to relevant new ministers.                                                                                                                     | Clare Frater   | Meeting: 18-Nov-2020<br>Target: 13-Jan-2021 | In Progress |

## Follow Up Action Report

### Executive Committee

#### Legislative Services Manager

| Activity                                                                                                                                                                                                                                                        | Responsibility              | Dates                                       | Status      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------------------------------|-------------|
| 1 That Executive Committee request, as the legal services policies are reviewed that parts B and D of the September 30, 2020 memorandum be taken into consideration.                                                                                            | Carmen Thiel                | Meeting: 30-Sep-2020<br>Target: 16-Dec-2020 | In Progress |
| 2 Bylaw 101 amendments defer to December 16th EC meeting.                                                                                                                                                                                                       | Carmen Thiel                | Meeting: 21-Oct-2020<br>Target: 16-Dec-2020 | In Progress |
| 3 Review Islands Trust Policy 6.5.2 as a whole and specifically make recommendations to amend the policy to ensure the policy is clear in regards to the process and decision making authority related to proposed "overspends" for any particular budget item. | Carmen Thiel<br>Julia Mobbs | Meeting: 21-Oct-2020                        | In Progress |





## Islands Trust Conservancy Report to Local Trust Committees and Bowen Island Municipality November 24, 2020

### Islands Trust Conservancy Board News

Due to the COVID-19 pandemic, the Islands Trust Conservancy (ITC) Board resolved to hold meetings electronically due to Ministerial Orders under the Emergency Program Act and requirements or recommendations under the Public Health Act. Meetings will be live streamed, and the public can participate by connecting to the link or the phone number provided in the meeting notice. The Board also directed staff to investigate the use of electronic meetings as a primary meeting format. Electronic meetings have resulted in cost savings to ITC as well as reductions in travel time and greenhouse gas emissions for Board members.

A Board meeting schedule for 2021 was approved and will be posted to [www.islandstrustconservancy.ca/about-us/meetings/](http://www.islandstrustconservancy.ca/about-us/meetings/).

ITC reviewed options for sustainable investing as guided by policies and guidelines in its 5-year plan. ITC staff will work with administrative staff to move investments into funds that are in alignment with the [United Nations Sustainable Development Goals](#).

The 2021/22 budget was reduced by \$3,600 to reflect anticipated cost savings in areas of Board training, staff training, and associated training travel. ITC travel budgets were not greatly reduced as they are required for property management and are not meeting related.

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### Regional Conservation Plan Updates

The science-based and community-informed Regional Conservation Plan guides the work of ITC. The ITC continues to work towards 4 long-term goals and 25 objectives that further conservation in the entire Trust Area. For more information, visit [www.islandstrustconservancy.ca/media/84821/itc\\_2018-11\\_rcp-2018-2027-web\\_final.pdf](http://www.islandstrustconservancy.ca/media/84821/itc_2018-11_rcp-2018-2027-web_final.pdf).

#### **Goal 1 – Science-based Conservation Planning**

ITC has signed a Contribution Agreement with Environment and Climate Change Canada for a new, three-year Species at Risk Program. Staff are working to launch the program and plan to develop a project charter for Board consideration.

#### **Goal 2 – Strong relationships with First Nations**

In October, ITC Board directed staff to create an ITC Reconciliation Action Plan that reflects prior directions in Goal 2 of the Regional Conservation Plan. Staff continue to work towards this plan and are also currently incorporating information from indigenous knowledge holders into land securement (acquisitions and covenants) and land management.

#### **Goal 3 – Protection of core conservation areas**

Two Natural Area Protection Tax Exemption Program (NAPTEP) proposals on Salt Spring Island were approved (See details below).

The ITC Board concluded its 2020 property monitoring program and reviewed and approved the 2020 Nature Reserve Monitoring Report and the 2020 NAPTEP Covenant Monitoring Report. Staff were directed to undertake actions identified in the reports.

The Covenant Management and Outreach Specialist outlined plans for outreach with NAPTEP landowners in 2021.

**Goal 4 – A strong voice for nature conservation**

The [Opportunity Fund](#), which is a funding program for island-based land conservation, has been very popular this year and is down to \$10,000. Through small grants (~\$5,000), the Fund supports hard to fundraise costs for island-based land conservation. ITC has done an appeal for fund donations through the Heron Newsletter mail-out, and via E-news. A Holiday Appeal letter from Chair Stamford will follow in December. Donations are tax receiptable and are greatly appreciated.

Visit [www.islandstrustconservancy.ca/donate/](http://www.islandstrustconservancy.ca/donate/) to donate.

The Board reviewed annual training opportunities and indicated a preference for training on the following topics:

- Fund Development and Speaking with Donors
- Cultural Sites and Property Management
- Species at Risk in the ITC Area

The Board received a briefing on completion of the 2020 forest outreach campaign, where over 400 letters and NAPTEP brochures were mailed to landowners to encourage conservation. Staff are following up with several landowners who have expressed an interest in formal land conservation. Conservation proposals have been received from landowners included in the outreach.

The recently released [Fall Heron Newsletter](#) reflects changes for greater readability and a more donor-centric approach.

*Please feel free to contact the Islands Trust Conservancy for more details.*

*Kate-Louise Stamford, Chair [kstamford@islandstrust.bc.ca](mailto:kstamford@islandstrust.bc.ca)*

*Islands Trust Conservancy [itcmail@islandstrust.bc.ca](mailto:itcmail@islandstrust.bc.ca)*

## Activities by Local Trust Area/Island Municipality

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**Bowen** – Staff are working with the Bowen Island Conservancy on an invasive species management strategy for a conservation covenant, and monitoring of three ITC nature reserves and to complete the Opportunity Fund grant for the Bowen Island Conservancy.

**Gabriola** – Invasive species management and ecological restoration work has been completed for the year in one conservation covenant, and in Elder Cedar Nature Reserve. Staff are working on new signage for the Elder Cedar Nature Reserve.

**Galiano** – Forest restoration activities with Habitat Acquisition Trust at Trincomali Nature Sanctuary including removing invasive species and monitoring areas of past plantings, including maintaining fencing. Cormorant nest monitoring and reporting also took place.

**Gambier/Keats** – The transfer of the Sandy Beach Nature Reserve, Keats Island, is pending.

**Lasqueti** – Staff reported that Visual Quality Objectives (VQO) for Lasqueti Island were being revised by the Ministry of Forests, Lands, Natural Resource Operations and Rural Development, and the area adjacent to the ITC Mount Trematon Nature Reserve was proposed for removal from the VQO. Staff responded requesting that the area remain as part of the VQO.

Restoration activities were conducted at the pond in Salish View Nature Reserve to improve habitat for Species at Risk. With funding from Environment and Climate Change Canada, restoration activities included fence installation and planting of 841 native species. Work was completed with assistance of volunteers on Lasqueti and conservation covenant partners Lasqueti Island Nature Conservancy and Nanaimo & Area Land Trust. Provincial CoViD-19 safety guidelines were followed.

**North Pender/Sidney Island** – Staff are participating in the Steering Committee and working groups of a Parks Canada-led initiative to restore forest ecosystems on Sidney Island, where ITC holds eight conservation covenants. Staff have encouraged covenant landholders on North and South Pender to participate in The Pender Islands Big Tree Registry initiative.

**Salt Spring** – The ITC Board approved negotiation of two NAPTEP covenants: 45 ha near Burgoyne Bay Provincial Park and 5 ha of forest, bluff and wetland near Stowel Lake.

Invasive species management and ecological restoration has been completed for the year in two nature reserves and is under way in two NAPTEP covenants.

Planning has begun for species-at-risk habitat conservation and enhancement projects across a network of conservation covenants and nature reserves.

Staff participated in the annual meeting of the Special Management Area Resource Team for Mount Tuam Special Management Area, which includes an ITC conservation covenant and nature reserve.

*Please feel free to contact the Islands Trust Conservancy for more details.*

*Kate-Louise Stamford, Chair [kstamford@islandstrust.bc.ca](mailto:kstamford@islandstrust.bc.ca)*

*Islands Trust Conservancy [itcmail@islandstrust.bc.ca](mailto:itcmail@islandstrust.bc.ca)*



## Islands Trust Council Highlights December 1-3, 2020

*The following is a list of highlights of Trust Council's activities and decisions during its December 1-3, 2020 meeting held electronically. These highlights are not the official minutes of the Trust Council meeting; Trust Council will adopt those at its March 2021 electronic meeting.*

### **Governance and Management Review**

Trust Council approved a comprehensive performance review of the Islands Trust's governance, management and operations.

### **Policy Statement Amendment Project (PSAP)**

A full day of discussion around the PSAP project has been allocated to the March 2021 Trust Council.

A motion to define the words "unique amenities" was postponed for consideration to the March Trust Council meeting.

Trust Council requested Trust Programs Committee (TPC) prepare questions for trustees regarding themes that have been emerging during discussion of the PSAP, and the responses be provided to TPC by the end of January 2021.

The Community Benefit Land Trust briefing was referred to TPC for consideration in the context of the Trust Policy Statement Project.

### **Natural Area Property Tax Exemption Program (NAPTEP) Certificates Issued**

Two NAPTEP certificates were issued for Salt Spring Island protecting 48.5 ha of island ecosystems through the tax exemption program.

### **Strategic Plan Amended**

Trust Council approved the development of heritage preservation overlay mapping for the Trust Area and the development of model heritage regulatory bylaws for protection of potential heritage and cultural sites.

### **Active Transportation Planning Grant**

Trust Council supported the Gabriola Island Local Trust Committee's application for a Transportation Planning Grant.

### **Accelerating Staffing Shifts to Support Strategic Plan Goals**

It was requested that an analysis of this request will be brought back to the March Trust Council for consideration.

### **Freighter Anchorages Advocacy**

Trust Council reaffirmed its position to further advocate for the removal of 33 freighter anchorages in the Salish Sea.

Staff will obtain a legal opinion on the ability of Islands Trust to prohibit or regulate non-emergency anchoring of vessels in the waters of the Trust Area and consider drafting model bylaws for this purpose.

#### **Federal Aquaculture Act Consultation**

Trust Council will prepare a submission to this request for consultation on Canada's first-ever Aquaculture Act.

#### **New Staffing Considerations**

Trust Council approved a business case be forwarded to the March budget session to consider funding a Communications Specialist position for bylaw infraction prevention.

#### **Trust Council 2021 Meeting Schedule**

Trust Council adopted the following meeting dates and locations for 2021: March 9-11/electronic, June 8-10/electronic, September 21-23/in-person Nanaimo and November 30 to December 2/in-person Victoria.

#### **Annual Staff Awards**

- *The Innovation Award* to Mark van Bakel and David Beeston for outstanding and ongoing efforts to pivot Islands Trust to a remote workforce.
- *The Champion Award* to William Shulba for upholding the Islands Trusts' mandate and policy in action and through projects.
- *The Legacy Award* to Sonja Zupanec to celebrate and acknowledge the creation of lasting change within the Islands Trust that improves and enriches who we are, how we work, and what we represent.

## Follow Up Action Report

### Trust Council

#### Chief Administrative Officer

| Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Responsibility                                                   | Dates                                       | Status      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|---------------------------------------------|-------------|
| 1 That Trust Council consider approaching the Province of British Columbia to request additional funding for the Islands Trust annual budget, ensuring any request that goes forward is appropriately strategized in line with other requests currently being asked of the Province; and that Trust Council direct staff to work with Executive Committee and the Islands Trust Conservancy Board to strategize an approach for requesting additional funding from the Province. | Clare Frater<br>Julia Mobbs<br>Kate Emmings<br>Russ Hotsenpiller | Meeting: 17-Sep-2019<br>Target: 01-Dec-2020 | In Progress |
| 2 Executive Committee to review the recommendations of Raincoast Conservation Foundation regarding policy reform to protect endangered forests and habitats within the Islands Trust Area and provide recommendations to Trust Council.                                                                                                                                                                                                                                          | Russ Hotsenpiller                                                | Meeting: 16-Sep-2020<br>Target: 01-Dec-2020 | In Progress |
| 3 Trust Council approved a comprehensive performance review of the Islands Trust's governance, management and operations.                                                                                                                                                                                                                                                                                                                                                        | Russ Hotsenpiller                                                | Meeting: 03-Dec-2020<br>Target: 31-Dec-2021 | In Progress |
| 4 A motion to define the words "unique amenities" was postponed for consideration to the March Trust Council meeting.                                                                                                                                                                                                                                                                                                                                                            | Clare Frater<br>Russ Hotsenpiller                                | Meeting: 02-Dec-2020<br>Target: 11-Mar-2021 | In Progress |
| 5 Allocate a full day of discussion around the Policy Statement Amendment Project (PSAP) project to March 2021 Trust Council.                                                                                                                                                                                                                                                                                                                                                    | Russ Hotsenpiller                                                | Meeting: 02-Dec-2020<br>Target: 11-Mar-2021 | In Progress |



## Follow Up Action Report

## Trust Council

## Chief Administrative Officer

| Activity                                                                                                                                                                                                     | Responsibility    | Dates                                       | Status      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------------------------|-------------|
| 6 Trust Council adopted the following meeting dates and locations for 2021: March 9-11/electronic, June 8-10/electronic, September 21-23/in-person Nanaimo and November 30 to December 2/in-person Victoria. | Russ Hotsenpiller | Meeting: 02-Dec-2020<br>Target: 31-Dec-2020 | Completed   |
| 7 P. Pare correspondence dated November 10 was referred to CAO for consideration.                                                                                                                            | Russ Hotsenpiller | Meeting: 02-Dec-2020<br>Target: 11-Mar-2021 | In Progress |

## Director, Administrative Services

| Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Responsibility                                                   | Dates                                       | Status      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|---------------------------------------------|-------------|
| 1 That Trust Council consider approaching the Province of British Columbia to request additional funding for the Islands Trust annual budget, ensuring any request that goes forward is appropriately strategized in line with other requests currently being asked of the Province; and that Trust Council direct staff to work with Executive Committee and the Islands Trust Conservancy Board to strategize an approach for requesting additional funding from the Province. | Clare Frater<br>Julia Mobbs<br>Kate Emmings<br>Russ Hotsenpiller | Meeting: 17-Sep-2019<br>Target: 01-Dec-2020 | In Progress |
| 2 That Trust Council request staff to recommend amendments to Trust Council Policy 6.3.2 to address the use of unspent special property tax requisition funds on new programs or initiatives when the original program or initiative remains ongoing.                                                                                                                                                                                                                            | Carmen Thiel<br>David Marlor<br>Julia Mobbs                      | Meeting: 15-Sep-2020<br>Target: 01-Dec-2020 | In Progress |



## Follow Up Action Report

## Trust Council

## Director, Administrative Services

| Activity                                                                                                                                                                    | Responsibility | Dates                                       | Status    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------------------------|-----------|
| 3 Trust Council approved a business case be forwarded to the March budget session to consider funding a Communications Specialist position for bylaw infraction prevention. | Julia Mobbs    | Meeting: 02-Dec-2020<br>Target: 11-Mar-2021 | Completed |

## Director, Local Planning Services

| Activity                                                                                                                                                                                                                                                                                                                                                                                                                      | Responsibility               | Dates                                       | Status      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------------------------------------|-------------|
| 1 Trust Council requested Executive Committee follow up with the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) around forest management.                                                                                                                                                                                                                                            | Clare Frater<br>David Marlor | Meeting: 12-Mar-2020<br>Target: 10-Jun-2020 | In Progress |
| 2 That Trust Council request review of the Local Trust Committee Correspondence Policy, to ensure it is up to date.                                                                                                                                                                                                                                                                                                           | Carmen Thiel<br>David Marlor | Meeting: 15-Sep-2020<br>Target: 01-Mar-2021 | In Progress |
| 3 Trust Council approves renaming the "Local Planning Committee" to "Regional Planning Committee. "Staff to amend Trust Council policies 2.3.1, 2.3.2, 2.1.5, 6.2.1, 6.5.4 and 6.13 to change all instances of 'Local Planning Committee' to 'Regional Planning Committee' and That Islands Trust Council request staff to amend Trust Council Policy 6.11.1 to reflect the current Trust Council committee system structure. | Carmen Thiel<br>David Marlor | Meeting: 16-Sep-2020<br>Target: 15-Dec-2020 | In Progress |



## Follow Up Action Report

### Trust Council

#### Director, Local Planning Services

| Activity                                                                                                                                                                                                                                              | Responsibility                              | Dates                                       | Status      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------|-------------|
| 4 Staff to work with the Regional Planning Committee to review policies and fees related to the Agricultural Land Commission Exclusion Regulation which comes into effect October 1, 2020.                                                            | David Marlor                                | Meeting: 15-Sep-2020<br>Target: 08-Oct-2020 | In Progress |
| 5 That Trust Council request staff to recommend amendments to Trust Council Policy 6.3.2 to address the use of unspent special property tax requisition funds on new programs or initiatives when the original program or initiative remains ongoing. | Carmen Thiel<br>David Marlor<br>Julia Mobbs | Meeting: 15-Sep-2020<br>Target: 01-Dec-2020 | In Progress |
| 6 Trust Council approved the development of heritage preservation overlay mapping for the Trust Area and the development of model heritage regulatory bylaws for protection of potential heritage and cultural sites.                                 | David Marlor                                | Meeting: 02-Dec-2020<br>Target: 31-Dec-2021 | In Progress |
| 7 Trust Council supports the Gabriola Island Local Trust Committee's application for a Transportation Planning Grant.                                                                                                                                 | David Marlor                                | Meeting: 02-Dec-2020<br>Target: 11-Mar-2021 | In Progress |
| 8 It was requested that an analysis of Accelerating Staffing Shifts to Support Strategic Plan Goals be brought back to the March Trust Council for consideration.                                                                                     | David Marlor                                | Meeting: 02-Dec-2020<br>Target: 11-Mar-2021 | In Progress |

#### Director, Trust Area Services

| Activity | Responsibility | Dates | Status |
|----------|----------------|-------|--------|
|----------|----------------|-------|--------|



## Follow Up Action Report

## Trust Council

## Director, Trust Area Services

| Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Responsibility                                                   | Dates                                       | Status      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|---------------------------------------------|-------------|
| 1 That Trust Council consider approaching the Province of British Columbia to request additional funding for the Islands Trust annual budget, ensuring any request that goes forward is appropriately strategized in line with other requests currently being asked of the Province; and that Trust Council direct staff to work with Executive Committee and the Islands Trust Conservancy Board to strategize an approach for requesting additional funding from the Province. | Clare Frater<br>Julia Mobbs<br>Kate Emmings<br>Russ Hotsenpiller | Meeting: 17-Sep-2019<br>Target: 01-Dec-2020 | In Progress |
| 2 Trust Council requested Executive Committee follow up with the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) around forest management.                                                                                                                                                                                                                                                                                               | Clare Frater<br>David Marlor                                     | Meeting: 12-Mar-2020<br>Target: 10-Jun-2020 | In Progress |
| 3 That Trust Council request that the Executive Committee support Bowen Island Municipality in its efforts to oppose recreational use of motorized vehicles on Mount Gardner Crown land, subject to Bowen Island's Municipality First Nations consultation.                                                                                                                                                                                                                      | Clare Frater                                                     | Meeting: 17-Jun-2020<br>Target: 15-Sep-2020 | In Progress |
| 4 Cooperate and work with Dr. Tara Martin's delegation re data sharing of CDF.                                                                                                                                                                                                                                                                                                                                                                                                   | Clare Frater                                                     | Meeting: 17-Jun-2020<br>Target: 15-Sep-2020 | In Progress |
| 5 THAT Trust Council direct staff to replace the tagline "Preserving Island Communities, Culture and Environment" with "Preserving and Protecting Over 450 Islands and their Surrounding Waters in the Salish Sea".                                                                                                                                                                                                                                                              | Clare Frater                                                     | Meeting: 16-Sep-2020<br>Target: 21-Oct-2020 | In Progress |

## Follow Up Action Report

### Trust Council

#### Director, Trust Area Services

| Activity                                                                                                                                                                                                                                                                                                    | Responsibility                    | Dates                                       | Status      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------|-------------|
| 6 Chair to write to My Sea to Sky indicating commitment to participate as pilot communities for the Climate Action Report Card tool project being developed by My Sea to Sky Society and partners, subject to review of the project and endorsement by the Trust Programs Committee.                        | Clare Frater                      | Meeting: 16-Sep-2020<br>Target: 13-Oct-2020 | In Progress |
| 7 Staff to address the public engagement concerns raised by the Salt Spring Solutions & Non-Profit Community Groups re: Collective Concern for the Islands 2050 Consultative Process within the development and implementation of ongoing public engagement related to the Policy Statement Update Project. | Clare Frater                      | Meeting: 16-Sep-2020<br>Target: 21-Oct-2020 | In Progress |
| 8 That Islands Trust request the Province enhance the Trust's jurisdiction over tree cutting bylaws to make its jurisdiction equal to that of municipalities under section 8 of the Community Charter.                                                                                                      | Clare Frater                      | Meeting: 16-Sep-2020<br>Target: 18-Nov-2020 | In Progress |
| 9 THAT the Islands Trust Council suspended the Community Stewardship Awards Program and will revisit the decision at the end of 2021. Issue news release                                                                                                                                                    | Clare Frater                      | Meeting: 16-Sep-2020<br>Target: 01-Oct-2020 | In Progress |
| 10 A motion to define the words "unique amenities" was postponed for consideration to the March Trust Council meeting.                                                                                                                                                                                      | Clare Frater<br>Russ Hotsenpiller | Meeting: 02-Dec-2020<br>Target: 11-Mar-2021 | In Progress |

## Follow Up Action Report

### Trust Council

#### Director, Trust Area Services

| Activity                                                                                                                                                                                                                                 | Responsibility | Dates                                       | Status      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------------------------|-------------|
| <b>11</b> Trust Council requested Trust Programs Committee (TPC) prepare questions for trustees regarding themes that have been emerging during discussion of the PSAP, and the responses be provided to TPC by the end of January 2021. | Clare Frater   | Meeting: 02-Dec-2020<br>Target: 31-Jan-2021 | In Progress |
| <b>12</b> The Community Benefit Land Trust briefing was referred to TPC for consideration in the context of the Trust Policy Statement Project.                                                                                          | Clare Frater   | Meeting: 02-Dec-2020<br>Target: 31-Jan-2021 | Completed   |
| <b>13</b> Two NAPTEP certificates were issued for Salt Spring Island re: Moss Mountain and Leader files.                                                                                                                                 | Clare Frater   | Meeting: 02-Dec-2020<br>Target: 11-Mar-2021 | Completed   |
| <b>14</b> Trust Council reaffirmed its position to further advocate for the removal of 33 freighter anchorages in the Salish Sea.                                                                                                        | Clare Frater   | Meeting: 03-Dec-2020<br>Target: 31-Dec-2021 | In Progress |
| <b>15</b> Staff will obtain a legal opinion on the ability of Islands Trust to prohibit or regulate non-emergency anchoring of vessels in the waters of the Trust Area and consider drafting model bylaws for this purpose.              | Clare Frater   | Meeting: 02-Dec-2020<br>Target: 11-Mar-2021 | In Progress |
| <b>16</b> Trust Council will prepare a submission to this request for consultation on Canada's first-ever Aquaculture Act.                                                                                                               | Clare Frater   | Meeting: 02-Dec-2020<br>Target: 11-Mar-2021 | In Progress |

#### Legislative Services Manager

| Activity | Responsibility | Dates | Status |
|----------|----------------|-------|--------|
|----------|----------------|-------|--------|

**Follow Up Action Report****Trust Council****Legislative Services Manager**

| Activity                                                                                                                                                                                                                                                                                                                                                                                                                      | Responsibility                              | Dates                                       | Status      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------|-------------|
| 1 That Bylaw No. 180 be read and adopted as presented, amending the Meeting Procedures Bylaw No. 101.                                                                                                                                                                                                                                                                                                                         | Carmen Thiel                                | Meeting: 16-Jun-2020<br>Target: 15-Sep-2020 | Completed   |
| 2 That Trust Council request review of the Local Trust Committee Correspondence Policy, to ensure it is up to date.                                                                                                                                                                                                                                                                                                           | Carmen Thiel<br>David Marlor                | Meeting: 15-Sep-2020<br>Target: 01-Mar-2021 | In Progress |
| 3 Trust Council approves renaming the "Local Planning Committee" to "Regional Planning Committee. "Staff to amend Trust Council policies 2.3.1, 2.3.2, 2.1.5, 6.2.1, 6.5.4 and 6.13 to change all instances of 'Local Planning Committee' to 'Regional Planning Committee' and That Islands Trust Council request staff to amend Trust Council Policy 6.11.1 to reflect the current Trust Council committee system structure. | Carmen Thiel<br>David Marlor                | Meeting: 16-Sep-2020<br>Target: 15-Dec-2020 | In Progress |
| 4 That Trust Council request staff to recommend amendments to Trust Council Policy 6.3.2 to address the use of unspent special property tax requisition funds on new programs or initiatives when the original program or initiative remains ongoing.                                                                                                                                                                         | Carmen Thiel<br>David Marlor<br>Julia Mobbs | Meeting: 15-Sep-2020<br>Target: 01-Dec-2020 | In Progress |

**Manager, Islands Trust Conservancy**

| Activity | Responsibility | Dates | Status |
|----------|----------------|-------|--------|
|----------|----------------|-------|--------|

## Follow Up Action Report

### Trust Council

#### Manager, Islands Trust Conservancy

| Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Responsibility                                                   | Dates                                       | Status      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|---------------------------------------------|-------------|
| 1 That Trust Council consider approaching the Province of British Columbia to request additional funding for the Islands Trust annual budget, ensuring any request that goes forward is appropriately strategized in line with other requests currently being asked of the Province; and that Trust Council direct staff to work with Executive Committee and the Islands Trust Conservancy Board to strategize an approach for requesting additional funding from the Province. | Clare Frater<br>Julia Mobbs<br>Kate Emmings<br>Russ Hotsenpiller | Meeting: 17-Sep-2019<br>Target: 01-Dec-2020 | In Progress |

## REQUEST FOR DECISION

**To:** Executive Committee                      **For the Meeting of:** December 16, 2020

**From:** CAO                                      **Date Prepared:** December 11, 2020

**SUBJECT:** Selection of Executive Committee representative for the Governance and Operations Review Steering Committee and review of project implementation

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**RECOMMENDATION:** THAT Executive Committee appoint \_\_\_\_\_ to represent Executive Committee on the Governance and Operations Review Steering Committee.

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** This Request for Decision and preliminary reporting on the Governance and Operations Review is intended to provide Executive Committee appropriate context in order to join the Steering Committee and manage any effects on the organization.

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- 1 PURPOSE:** To select a member of the Executive Committee to serve on the Select Committee for the Governance and Operations Review ("the Review") and to highlight some key implementation considerations in development of the Review.
- 2 BACKGROUND:** On December 3, 2020 Trust Council approved undertaking a Governance and Operations Review of the Islands Trust (attached as Appendix A). In approving the project, Trust Council also approved a Terms of Reference, which included the composition of the Steering Committee to oversee the project. One of the positions on the Committee is reserved for "a member of the Executive committee to be chosen by the Executive Committee."

Preliminary discussions with the sponsors of the project, trustees Lee Middleton and Steven Wright, have led to the recommendation of January 5, 2021 for the first meeting of the Steering Committee. As such, Executive Committee should consider its appointment to this committee at its December 16 meeting.

There are a number of other considerations for Executive Committee with regards to the project that will likely need to be addressed as the project matures. These items include:

- The status of the Terms of Reference
- Awareness of relevant Islands Trust policies that will apply to the functions of the Committee, including:
  - Open meeting rules, [Policy 2.1.9](#)
  - Meeting administration, [Meeting Procedures Bylaw 101](#)
  - Trust Council procurement policy, [Policy 6.5.3](#)
- Resources that will need to be directed to assist the Steering Committee in developing the RFP and organizing integration with the successful contractor.
- Communications planning

- Reconciliation Action Planning and the BC Declaration on the Rights of Indigenous Peoples Act (DRIPA)
- Impacts to staff as the project proceeds
- Any potential impacts to current work plan and Strategic Plan items.

It is unclear, at this time, to what degree the Terms of Reference presented to Trust Council on December 3 constitutes the final product. Undoubtedly, the document will be refined in some manner as determined by the Steering Committee in the coming months. At present, it is not ready to go to public procurement. Also, the Terms of Reference would benefit from the inclusion of a variety of sections that address agenda preparation, meeting times, dedicated administrative resources, naming of staff and communications planning.

With regard to the application of current meeting administration policy and purchasing policy, these topics are intended to be discussed at the meeting on January 5.

The Chief Administrative Officer, who is designated as a member of the Steering Committee, and the Executive Coordinator, with support from the Manager of Legislative Services, are tentatively scheduled to provide staff support to the Committee.

As the project is in its early stages it is difficult to determine what extra resources may be needed to assist in the delivery of a final product or what, if any, effects there will be on current work projects. As the RFD is let and the contractors begin their analysis there will be an opportunity to more accurately determine resource needs.

### 3 IMPLICATIONS OF RECOMMENDATION

**ORGANIZATIONAL:** In the absence of any direction from Trust Council or Executive Committee, work will continue on Strategic Planning items, the Policy Statement Review Process, our Reconciliation work and the Local Planning Services Renewal. As the Review outcomes may affect these projects, attention will need to be paid to how changes to these projects will be implemented.

Initial reaction from staff has been an interest in knowing the rationale for the Review and some concern regarding future staffing implications.

**FINANCIAL:** The Review has been approved, with its associated \$75,000 cost and direction to use funds from surplus to pay for the work. As such it appears that the project may move forward in the current fiscal year without any required budget amendments though it is anticipated that the majority, if not all, costs will be realized in fiscal 2021/22. As such, the full \$75,000 will be included in the next draft of the proposed 2021/22 budget.

**POLICY:** As the outcomes of the Review process could be broadly applied across the governance and operations of the Trust, there are likely policy implications to the project, pending endorsement by Trust Council.

**IMPLEMENTATION/COMMUNICATIONS:** Staff have drafted some initial speaking notes for the Chair of the Islands Trust. There is no communications planning identified in the Terms of Reference. Communications is the purview of the Chair and Executive Committee so some preliminary planning should be considered.

**FIRST NATIONS:** At present, the Terms of Reference does not address Reconciliation Planning or the BC Declaration on the Rights of Indigenous Peoples Act (DRIPA)



**OTHER: N/A**

**4 RELEVANT POLICY(S):** See referenced policies.

**5 ATTACHMENT(S):**

1. Draft Governance and Operations Review Terms of Reference

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**RESPONSE OPTIONS**

**Recommendation:** THAT Executive Committee appoint \_\_\_\_\_ to represent Executive Committee on the Governance and Operations Review Steering Committee.

**Alternative:** as determined by the Executive Committee.

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**Prepared By:** R Hotsenpiller

**Reviewed By/Date:** December 11, 2020

# Islands Trust Governance and Management Review 2021

November 8<sup>th</sup>, 2020

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## Background and Review Outline – Terms of Reference

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Prepared by:

Paul Brent  
David Critchley  
Michael Kaile  
Kees Langereis  
Ben McConchie  
Lee Middleton  
Cameron Thorn  
Steve Wright

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## Introductory Statement

*We have been uniquely empowered by the Province to Preserve and Protect the Islands and surrounding waters of the Salish Sea from 1974 to now. During this time how well has the Trust delivered on the Preserve and Protect mandate set by the Province and how might we learn from this result to strengthen our delivery on the mandate in 2021 and beyond?*

*This is an invitation for an outside review of the Trust's Governance and Management of operations to assess our current performance and strengthen our work and ability to deliver on the Preserve and Protect mandate. This is not a financial audit but a review of current operations emphasizing a review of the structure of the Trust which currently divides its activities into two categories: planning and advocacy. Given the challenges of the 21<sup>st</sup> Century – reconciliation and climate change being two prominent examples – are there opportunities to be more effective in delivering the mandate with a different organizational structure that integrates planning and advocacy more closely than currently?*

*Healthy organizations look at themselves periodically through outside reviews to learn how to be better. Trustees voted to propose a review through the Auditor General for Local Government at a Council meeting in September 2019. The office of Auditor General for Local Government no longer exists but the desire of Trustees to arrive at a vision of the Trust by accessing objective data on present performance remains. Particularly as the Trust engages in a policy statement review and consultation on its guiding policies (Islands 2050) many Trustees feel understanding where we are now will enable us to much better evaluate policy change benefits and be able to judge the effectiveness of any changes made through use of bench marks we wish to identify in this review.*

*In short, this Governance and Management review will strengthen the Trust by identifying what we do well and what we might improve. We hope it will lay an objective foundation from which to consider policy changes, if not from a common vision then at least from a common set of data about the Trust and its current performance.*

This is a high-level terms of reference (TOR) to conduct an independent review of Trust Governance and Management. Trust Council will be asked to vote on a motion authorizing and funding this review at the December 2020 Council meeting. Once Council approves this review a project steering committee will be struck as outlined in this document. The steering committee will then supervise the preparation of a bid package that will more articulate the timing and specifications of deliverables for distribution on BC Bid in February 2021. Proponent selection is anticipated to be in March 2021 with work commencing April 1<sup>st</sup> 2021.

The scope of work does not contemplate a review of the Islands Trust Conservancy. The work of the Conservancy is very important in the Trust Area. The Islands Trust and Islands Trust Conservancy were established by the Islands Trust Act. Though the purpose of the two organizations is the same - to preserve and protect the Trust Area and environment -the Conservancy accomplishes that purpose in different ways. The Islands Trust is a regulatory body; the Islands Trust Conservancy is a conservation land trust, protecting land through voluntary measures.

The board of the Islands Trust Conservancy is legally independent from the Islands Trust Council. The land and money donated to the Islands Trust Conservancy is owned and managed

by the land trust, not the regulatory body of the Islands Trust. The Islands Trust Conservancy's operating expenses are paid for with tax revenue from the Islands Trust. This means donations go directly to acquiring and protecting land.

Further the operations of Bowen Island Municipality are not proposed to be a subject of this review. The review will concentrate on the activities of the Trust that pertain to Bowen Island Municipality which are currently organised internally under Trust Area Services.

Finally the review will be given a line item in the Trust's 2021/2022 budget, with an amount reserved for this review of \$75,000 to be allocated from surplus – meaning no line items of the 2021 / 2022 operational budget will be displaced to fund this review.

## Part 1: Background

The Trust is a trust entity established by the Province in 1974 by *Island Trust Act*. The Province created the Trust with the following mission, known as the Provincial Object:

“to preserve and protect the trust area and its unique amenities and environment for the benefit of residents of the trust area and of the province generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the Government of British Columbia”.

The Islands Trust is a federated body responsible for protecting the unique nature and amenities of 13 major islands and more than 450 smaller islands and the surrounding waters in the Salish Sea. The Trust Area covers about 5,200 square kilometres of land and water and is home to over 25,000 people, with a further 10,000 non-resident property owners.

The 13 major Islands areas in the Trust Area, which encompass the surrounding smaller Islands are:

- Bowen Island Municipality
- Denman Island
- Gabriola Island
- Galiano Island
- Gambier Island and Keats Island
- Hornby Island
- Lasqueti Island
- Mayne Island
- North Pender Island
- Salt Spring Island
- Saturna Island
- South Pender Island
- Thetis Island

The Trust regulates local land use, manages a trust fund of land and other assets and works with other levels of government. While the 13 island groups receive equal representation in the federation, they vary dramatically in size and population, with the largest (Salt Spring)

encompassing over 40% of the federation's population and the two smallest (South Pender and Gambier) less than 1% each.

The Trust's current governance and management structure was established by legislative amendments in 1989.

Since 1989, the governance and management structure has not undergone an in-depth overall review to evaluate its effectiveness in delivering the Islands Trust mandate. There have been reviews of components of the Islands Trust over the recent years.

See: <http://www.islandstrust.bc.ca/trust-council/governance/internal-reviews/>

The latest independent review of Trust planning services conducted in 2007 by Stantec Consulting Engineers, whose recommendations chose not to accept. It was followed by an internal study (Fraser Report), which focused on the specific function of Local Planning Service delivery. It is noteworthy that twelve years on in 2020 more of the Stantec recommendations have been brought into practice than those of the Fraser report.

Currently, Local Planning Services (ie, staff providing support to Local Trust Committees and Trust Council) are transitioning to a new staff service delivery structure incorporating some aspects of 2007 Stantec Report recommendations.

The Islands Trust's annual budget of approximately \$8,200,000 is funded primarily from local property taxes in the Trust Area including a \$300,000 contribution from Bowen Island Municipality and a small portion coming from government (ie, \$180,000) and administrative fees (\$115,000) charged by Local Trust Committees for processing land use changes and issuing permits.

### Current organizational structure: Governance

**The Islands Trust**, known as the Trust, is a statutorily created trust comprised of 26 elected local trustees, of which two trustees from Bowen serve on the Bowen Island Municipal Council.

**Trust Council** is a corporate entity comprised of the 24 locally elected island trustees and two municipal trustees elected on Bowen Island as a part of municipal council elections. Trust Council is responsible for establishing the general policies for carrying out the object of the trust and financial management of the trust organization, other than financial management of the trust fund which is managed by the Islands Trust Conservancy. Trust Council responsibilities include:

- Adopting an annual budget, including the Islands Trust Conservancy budget,
- Developing and adopting a Strategic Plan for each four-year term of Council,
- Adopting a trust policy statement bylaw that provides policy direction to local trust committees on carrying out the Trust Object,
- Hearing appeals of Executive Committee decisions on local trust committee bylaws, appointing the Chief Administrative Officer, and auditors (both delegated to Executive Committee),
- Filing an annual report to government,

- Engaging in advocacy, education and collaboration with First Nations, other levels of Government and non-government agencies.
- Establishing special committees (ie, Regional Planning Committee, Trust Programs Committee and Financial Planning Committee), and
- Establishing administrative policies and bylaws.

**Executive committee** is an arm of Trust Council and comprised of a chair and three vice-chairs, all of whom are elected by and from the 26 members of Trust Council. Executive Committee is responsible for:

- Carrying out the daily business of the trust,
- Approving bylaws proposed by local trust committees, and
- Acting as a local trust committee for that part of the trust area not in a local trust area jurisdiction or municipality.

**Local trust committees** (LTC) are separate corporate entities comprised of two locally elected trustees for each of the 13 Island Areas and one member of the Executive Committee appointed as chair of that local trust committee. Each LTC is responsible for carrying out a function of local government powers (i.e. land use bylaws) as set out in the Local Government Act and Community Charter to meet community need and for ensuring proposed land use bylaws are consistent with carrying out the Trust Object.

Local trustees, upon their election, also become members of Trust Council.

**Islands Trust Conservancy** (ITC), a conservation land trust corporate entity, is, for all purposes, an agent of government. ITC is comprised of one member of the Islands Trust executive committee, two persons elected by and from the members of trust council and up to three members appointed by the minister. ITC is responsible for:

- Adding to the land portfolio of the conservancy as funds permit
- Managing the property of the conservancy,
- Preparing a conservancy plan,
- Preparing a budget for Trust Council, and
- Filing an annual report to government.

**Bowen Island Municipality** is a municipality in its own right and is located in the Trust Area. As such it provides its own planning services and other municipal services. The extent to which Trust Council governs Bowen Island is limited to reviewing and approving changes to Bowen's Official Community Plan to ensure those changes are consistent with the Trust Object. Bowen Island participates on all decisions of Trust Council through the 2 municipal councilors elected on Bowen Island to Trust Council.

Note: that Islands Trust Conservancy and Bowen Island Municipality are not included in this review.

### **Current organizational structure: Management**

Executive Committee hires the Chief Administration Officer (CAO) for the Islands Trust. The

CAO in turn is responsible for the hiring staff to support the operation of the Islands Trust. Staff report to the CAO. The bulk of the Trust budget is consumed in delivering planning services to the 13 Island Trust Areas. The Trust employs fifty-five staff who are located at three locations: Victoria (headquarters), Salt Spring Island and Gabriola Island with roughly 2/3rds working from the Oak Bay (Victoria) office and the remaining third split between Salt Spring and Gabriola.

Local Planning Services support local trust committees directly and work on a few Trust-wide projects. Planning staff provide research and expertise as well as record keeping and administrative support to local trust committees, enabling the committees to make community-based land use decisions through bylaws, land use applications, resolutions and regularly scheduled business meetings.

Trust Area Services staff are located in the Victoria office and support Trust Council, Local Trust Committees, the Executive Committee, the Trust Programs Committee and the Islands Trust Conservancy. This service area is responsible for advocacy, inter-government relations, trust-wide communications and grants administration.

Advocacy activity is carried out by the staff of Trust Area services. The Trust labels anything not obviously planning related as “advocacy”. Currently, advocacy is directed to opposing anchorages, the Trans Mountain pipeline and tanker expansion, container terminal expansions as well as advocating for marine environments, lower fares and more service from BC Ferries, as some examples of a broad list.

Advocacy actions are generally limited to letter writing, responding to consultation requests and attendance at related meetings.

## Part 2: Objectives of the Review

We recommend that Trust Council initiate a Comprehensive Governance, Management and Operations Review to determine how the Islands Trust may better deliver on its mandate in the face of ecological, development and other challenges of today, which may not have been contemplated at the time of the creation of the Trust. It is expected that this comprehensive review of the governance, management and operational structure will focus on three key areas: Effectiveness of Planning Services, effectiveness of advocacy activity separate from planning and effectiveness of governance oversight in directing the strategic and financial focus of the organization.

We are asking the consultant to specifically answer the following questions:

1. **Governance:** Is the governance structure successful in providing effective and efficient fiscal and management oversight of the daily and strategic direction of the organization? Are measures of effectiveness used and are these benchmarked against similar organization’s performance?
2. **Advocacy:** Is advocacy as it is currently being applied an effective means of fulfilling the Preserve and Protect mandate?



3. **Planning:** Is the current model of land use planning services efficient and effective in fulfilling the mandate of the Islands Trust?

Currently the Trust is engaged in an exercise to revise its Policy Statement – the means by which the Object is realized – through an extensive consultation process with the public. Before any changes are made to the policy statement it is imperative that the Trust’s performance is reviewed to determine if there are ‘other’ improvements that need to be made before the Trust enacts policy based on what was heard during the policy statement review consultation. Further the review asks the consultant to wherever possible establish benchmarks of performance against the mandate so that we may evaluate suggested changes, or the effectiveness of future changes, from a commonly, objectively formed data set of current performance. Therefore, there is a relatively tight timeline for the completion of this work.

Further: The Trust was created in 1974. In 1977 changes that established the forerunner to today’s structure (ie, land use planning authority at the LTC level). Further changes to governance were made in 1989 establishing Trust Council and the Executive Committee as we have today. These governance changes aside, fundamentally the Trust has not conducted an independent comprehensive Governance and Management review since its formation. There have been reviews that neared a scope of full Governance and Management Review – the Stantec report in 2007 and subsequent staff response analyses – but these typically focused on a specific function of the Trust, usually delivery of local planning services.

This review is being undertaken very much in the spirit of identifying better practice in terms of how planning and advocacy activities might be organized differently to deliver to the mandate in the face of 21<sup>st</sup> Century challenges not contemplated in 1974. We are ideally looking to a consultant to draw conclusions of an integrated nature that may apply to the organization and operation of the Trust as a whole and not just the specific areas we have asked the consultant to review.

The successful proponent will undertake an evidence-based review and evaluation of the effectiveness and efficiency of the Islands Trust’s organizational structure, management and operation in carrying out the Islands Trust mandate (i.e. Section 3 of the Islands Trust Act<sup>1</sup>).

The successful proponent will provide independent advice and recommendations to assist the Islands Trust in identifying its areas of strengths and weaknesses, with recommendations on ways to enhance or improve its organizational structure, management and operation.

The following is intended to elaborate on the three key review questions listed above to provide guidance for the successful consultant to consider in undertaking the review of components of the Islands Trust: Trust Council, Local Trust Committees (Governance), Trust Area Services and Local Planning Services (Planning and Advocacy).

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<sup>1</sup> Object of trust

Section 3 The Object of the Trust is to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia.

**Governance:** Is the governance structure successful in providing effective and efficient fiscal and management oversight of the daily and strategic direction of the organization? Are measures of effectiveness used and are these benchmarked against similar organization's performance?

Trust Governance is exercised through Trust Council and LPCs) which then interface with management through several governance tools: a Strategic Plan, budgetary oversight and at the local level through the passing of local resolutions which are vetted by senior staff and the Executive. This is a complex structure that may hamper Trust Area wide and local governance. The review of governance will research the following:

- Are there obvious gaps or inefficiencies in Governance?
  - The federated model of governance may naturally bring in some inefficiencies but are these outweighed by the autonomy each island enjoys, presuming that autonomy offers benefits?
  - What options might be available to minimize these inefficiencies?
  - Is Island Autonomy better exercised through alternate governance structures?
- Are there examples of Governance from jurisdictions with a similar mandate that might offer some other options?
  - How would we determine the viability of different governance options?
- Does the present Governance structure succeed in filling the mandate through the foreseeable future? How would this be measured?
- Is budgetary oversight through its alignment with the strategic plan the best way to deliver on the mandate? Should planning activity, either integrated with advocacy, or alone be governed by the strategic plan?
- Does the current model effectively balance the interests of carrying out the mandate with value for money for taxpayers?
  - What might be some benchmarks for determining value?

**Advocacy:** Is advocacy as it is currently being applied an effective means of fulfilling the preserve and protect mandate?

Advocacy, governed through Trust Council's strategic plan, is managed and delivered separately from local planning services. The review of advocacy will question the following:

- Is advocacy more effective if confined to environmental issues within the Trust Area?
- Where planning authority available to the Trust is limited, such as in areas of Federal or Provincial jurisdiction, is advocacy sufficient in carrying out the Object of the Trust Act? Are there better options in land use planning than having to rely on advocacy?
- Is the Strategic Plan an effective instrument to guide advocacy and planning within the Trust?

**Planning:** Is the current model of land use planning services efficient and effective in fulfilling the mandate of the Islands Trust?

As the core function of the organization this activity employs the greatest proportion of staff and the organization's budget. Related research questions the consultant will consider in the review of planning services delivery are:

- How does the per capita efficiency of planning services compare to other jurisdictions tasked with a planning / ecological management function?
  - Are there other areas in the world where a preserve and protect mandate is legislated ie, Niagara Escarpment, the National Trust areas in the UK, Hauraki Gulf in New Zealand as some examples, that might offer a useful comparison?
- Is the use of municipal planning tools and urban planners effective or realistic within a single purpose public trust to achieve a primarily, conservation mandate? Are there other examples of planning strategies that would be more efficient in fulfilling the Trust's mandate?
  - Are there planning delivery services in conservation areas nationally or globally that might offer useful comparisons and examples?
- 
- What are some benchmarks the Trust could adopt to measure its effectiveness in delivering the mandate?
  - Do Local Trust Committee's possess sufficient regulatory scope in their Land Use Bylaws to realize the goals and objectives of their Official Community Plan? What additional regulatory authority would assist LTCs to achieve the vision statements and principles within their OCPs?
  - Would efficiencies be gained by streamlining OCPs to a regional perspective?
  - To what extent could enhanced Development Permit powers regarding form and character for residential development, such as exists for multi-family developments, and tree cutting permits, assist LTCs in preserving rural character?
- Is a separation of planning activity and advocacy activity useful? For example: The organization's Strategic Plan speaks to actions achievable through advocacy which the Trust deems any action external to land use planning. Are planning services successfully being utilized by LTCs?

It is expected that in answering the set of questions (and those that naturally occur in the course of the consultant's work) the consultant will identify clear strengths and weaknesses in the organization. Set against performance benchmarks, which the consultant will identify, we expect the consultant to take the findings from the research phase of the project and frame clear recommendations for improving the Trust's delivery on its preserve and protect mandate.

## Part 3: Methodology

### Review Steering Committee:

Islands Trust Council will establish an ad hoc Steering Committee to oversee the search for, selection of and oversight of a consultant to carry out the Governance and Management review.

The steering committee will be comprised of ten members:

- Seven trustees as per the following selection criteria:
  - Chair of Trust Programs Committee to provide connection to the Policy Statement Review
  - Northern Islands representatives – David Critchley and Kees Langereis.
  - Howe Sound Representative – Michael Kaile
  - Southern Gulf Islands Representatives – Ben McConchie and Paul Brent
  - At large (motion sponsors) – Lee Middleton and Steve Wright
- One member of the Executive Committee chosen by the Executive Committee
- The CAO of the Islands Trust

The steering committee will choose from amongst the non – executive members and staff one chair and one vice-chair to serve for the duration of the ad hoc committee.

The Steering Committee will:

- Initiate the procurement process through Island's Trust Staff and approve the RFP documentation
- Refine the scope of deliverables using this TOR document as a guide – for example the types of reports, the organization and publication of conclusions the conclusions are actionable will all be precisely defined in the bid documents.
- RFP will be submitted to BC Bid for distribution.
- Using the selection matrix in the RFP documents, select a qualified bidder and award the contract to this bidder
- Meet with the successful proponent prior to the start of the review and clarify expectations of the review
- Respond to issues raised by the proponent during the course of the review
- Liaise with Senior Management to provide an efficient process for the consultant to conduct their work minimizing operational impact and maximizing opportunity for wide ranging input and
- Update council regularly on the progress of the review
- Review and provide feedback on interim and final reports.

### Budget

We anticipate that a review of this scope will require a budget of \$75,000. Interested contractors will submit their own budgets which will precisely cost delivery and may be less than this amount.

The budget amount will be provided from the 2021/2022 budget surplus. No budgeted work of

the Trust from the upcoming 2021 / 2022 budget will therefore be displaced to fund the Governance and Management Review.

The review will be put to tender for competitive bid through the Province of BC's online procurement portal – BC Bid.

#### Resources:

- It is anticipated that the successful proponent will provide a small team of qualified consultants to perform this work.
- Staff and trustees will be made available for interviews with the proponent.
- Islands Trust will provide the proponent access to relevant information (subject to FOI) held by the Islands Trust.
- We generally expect that the work of the consultant will be organized in such a way as to be efficient in use of staff time with the goal of minimally impacting day to day operations.

#### Timing and duration:

The review will be regarded as completed when the Steering Committee is satisfied the proponent's final report has essentially met the scope of the Terms of reference as defined in the RFP document and subsequent contract.

Expected timelines are as follows:

|                                   |                                      |
|-----------------------------------|--------------------------------------|
| Request for Proposals Issued      | February 10 <sup>th</sup> , 2021     |
| Successful proponent selected     | March 25 <sup>th</sup> , 2021        |
| Work to begin on or soon after    | April 1 <sup>st</sup> 2021           |
| Interim Report for Council review | September Trust Council Meeting 2021 |
| Reporting finalized and accepted  | December Trust Council Meeting 2021  |

# BRIEFING

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**To:** Executive Committee      **For the Meeting of:** December 16, 2020  
**From:** Trust Area Services      **Date Prepared:** December 9, 2020  
**SUBJECT:** Key Messages re Governance/Operations/Management Review

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**PURPOSE:** To seek Executive Committee feedback on key messages regarding the planned governance, operations, management review.

**BACKGROUND:**

Pending feedback from the Executive Committee, staff intend to use the draft key messages below to respond to enquiries regarding the governance, management, operations review.

- The Islands Trust is beginning a process to seek an external review of its governance, management and operations.
- The goal is to assess current performance and seek input on options for strengthening the Islands Trust so it can better fulfil its preserve and protect mandate into the future.
- The Islands Trust operates in a complicated context that includes intense development pressures, increasing climate change impacts, one of the highest densities of species at risk in Canada, changing demographics, and high levels of community concern about the sustainability of freshwater and availability of affordable housing.
- The Islands Trust Council has passed a Reconciliation Declaration and is committed to changing its processes and policies and to acknowledging the history and legacy of cultural genocide against Indigenous Peoples that occurred in the Islands Trust Area.
- The review will be guided by a steering committee comprised of Trustees David Critchley, Kees Langereis, Michael Kaile, Ben McConchie, Paul Brent, Lee Middleton, and also includes the Chief Administrative Officer, a member of Executive Committee, and the Chair of the Trust Programs Committee.
- The steering committee will meet in open meetings with publicly available agendas and minutes.
- The review is expected to start with a request for proposals in February 2021 and conclude with Trust Council consideration of a final report from the selected consultant in December 2021.
- The review will be funded from the Islands Trust's surplus fund.

- The review excludes consideration of the Islands Trust Conservancy and Bowen Island Municipality.
- The review is not a financial audit.
- At this time, there is no plan to engage the public during the review process.

**ATTACHMENT(S):**

1. None.

**FOLLOW-UP:** Staff will revise the messages as required and will respond to enquiries received while providing support to designated spokespeople.

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**Prepared By:** Clare Frater, Director, Trust Area Services

**Reviewed By/Date:** Russ Hotsenpiller, CAO/December 10, 2020

**From:** Dan Rogers <drogers@islandstrust.bc.ca>  
**Sent:** Tuesday, December 8, 2020 11:10 AM  
**To:** EC <ec@islandstrust.bc.ca>  
**Subject:** FW: question?  
**Importance:** High

FYI. The attached motion was passed by the Galiano LTC. The Trustees understood that EC and the CAO were waiting for further messages from the Public Health authorities and for the meeting that Chair Luckham will attend but wanted the request on the record rather than have to do it later by RWM.

Cheers

Dan

Daniel J Rogers  
Islands Trust Vice-Chair and Gambier Area Trustee

#### Preserving and Protecting Over 450 Islands and the Surrounding Waters in the Salish Sea

I am humbly thankful that I live and work in the territory of the BOŦÉĆEN, Cowichan, Halalt, Homalco, K'ómok, Klahoose, Lake Cowichan, Lekwungen, Lyackson, MÁLEXEL, Penelakut, Qualicum, Scia'new, selílwitulh, SEMYOME, Shíshálh, Snaw-naw-as, Snuneymuxw, Skwxwú7mesh, SŦÁUTW, Stz'uminus, SXIMELEL, T'Sou-ke, Tla'amin, Tsawwassen, We Wai Kai, Wei Wai Kum, WJOLELP, WSIKEM, and x'məθk'əyəm.

### **Galiano Island Local Trust Committee Meeting Resolution for December 7<sup>th</sup>, 2020**

Whereas we appreciate all that part-timers and visitors have done to support our island businesses, especially during the periods of time in the summer and early fall when it was relatively safe to travel to the Gulf Islands, and

Whereas we appreciate all the measures that they have taken to be safe in our communities, and  
Whereas now that Covid19 is touching some of the islands that have limited medical responses and the Provincial Medical Health Officer, Dr. Bonnie Henry, has asked that we ONLY travel if it is essential,  
Be it resolved that the Galiano Island Local Trust Committee request the Islands Trust Council to issue a press release that asks visitors to postpone their visits to the Trust area until it is safe to do so.



## REQUEST FOR DECISION

**To:** Executive Committee      **For the Meeting of:** December 16, 2020  
**From:** Trust Area Services      **Date Prepared:** December 10, 2020  
**SUBJECT**      **Climate Change Stewardship Education Program**

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### RECOMMENDATION:

**That Executive Committee endorse the Climate Change Stewardship Education Program – Phase 2 webinar series project charter, dated December 16, 2020.**

**TRUST AREA SERVICES DIRECTOR COMMENTS:** The recommendation advances implementation of the goal 1.6 of the Reconciliation Action Plan and builds on the success of the Fall 2020 climate action speakers series.

**PURPOSE:** To seek approval of the project charter regarding the Climate Action Speakers Series extension in 2021.

**BACKGROUND:** The 2018-2022 Strategic Plan sets out a strategy “to develop and implement a stewardship education program directed towards the public, industry and/or stakeholders in the Trust Area”.

In Fall 2020, the Trust Programs Committee offered three webinars through a climate action speaker series program. The webinars focused on rainwater harvesting, ecosystem based adaptation and eelgrass. These webinars did not feature Indigenous perspectives or presenters. Trust Programs will be dedicating its remaining funding for stewardship education towards a Living in the Trust Area information package.

On November 5, 2020, Trust Programs Committee passed the following motion:

**That Trust Programs Committee recommend to Executive Committee that they undertake an extension to the climate change speaker series with an Indigenous perspective.**

Staff recommend a continuation of the speaker series in support of the goal 1.6 of the Reconciliation Action Plan “Speakers to present a one-hour session on various topics that are relevant to Indigenous perspectives on climate change, adaptation, and stewardship or other relevant climate change topic defined by Indigenous Peoples”. Staff will work to create up to two webinars to be scheduled for February and March. Staff will work with Indigenous presenters for this series. The webinars are aimed to enhance the capacity of individuals and communities to understand mitigation and adaptation to climate change from an Indigenous perspective.

## **IMPLICATIONS OF RECOMMENDATION:**

**ORGANIZATIONAL:** The webinars are expected to take a few days of the Program Coordinator's time depending on how many webinars are completed, the range of research and support needed. The Communications Specialist's role could take up to one day of their time, while the Senior Intergovernmental Policy Advisor would require a couple of days to support the process. This project will fit within existing workloads.

**FINANCIAL:** Staff estimate a budget of \$4,000 including advertising. There remains \$11,000 unspent in the \$17,550 Reconciliation Action Plan budget.

**POLICY:** N/A

**IMPLEMENTATION/COMMUNICATIONS:** Staff will create an internal communications plan and implement the webinars as per the project charter.

**FIRST NATIONS:** The webinars will include information that meets the goals and are reflective of TRC Calls to Action, UNDRIP, DRIPA, and the MMIWG Calls for Justice; cultural heritage preservation and protection, or other guiding principles or teachings from an Indigenous Persons perspective. All communications will acknowledge treaty and territory lands and waters within the Islands Trust Area.

**OTHER:** None.

**RELEVANT POLICY(S):** Communications Policy 6.10

**ATTACHMENT(S):** Climate Change Stewardship Education Program - Phase 2 Webinar Series Charter

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## **RESPONSE OPTIONS**

### **Recommendation:**

**That Executive Committee endorse the Climate Change Stewardship Education Program – Phase 2 webinar series project charter, dated December 16, 2020.**

### **Alternatives:**

1. Endorse the project charter with amendments
  2. Request that staff provide additional reporting at a future meeting.
  3. Do not endorse the project charter
- 

**Prepared By:** Gillian Nicol, Program Coordinator

**Reviewed By/Date:** Lisa Wilcox, Senior Intergovernmental Policy Advisor/ Dec 8th, 2020  
Clare Frater, Director, Trust Area Services/ Dec 10, 2020  
Russ Hotsenpiller, CAO/Dec 10, 2020

**Purpose** To guide the delivery of webinars that enhance the capacity of individuals and communities in the Islands Trust Area to understand mitigation and adaptation to climate change from an Indigenous perspective.

**Background:** In the [2018-2022 Strategic Plan](#), Trust Council established an objective to improve community engagement and participation in Islands Trust work and committed to develop a Stewardship Education Program that would be directed towards the public, industry and stakeholders in the Trust Area. In fall 2020, TPC offered three webinars focused on climate change. With the success of the fall webinars, Trust Programs Committee recommended to Executive Committee that the series continue—with an Indigenous perspective and Indigenous speakers.

### Objectives

- To improve community engagement and participation
- To enhance the capacity of Trust Area community members to respond to climate change
- To fulfill the Reconciliation Action Plan goal, 1.6—Speaker Series

### In Scope

- Organize and provide interactive webinars about:
  - ⇒ Indigenous understanding on climate change and adaptation
  - ⇒ Understanding current issues from an Indigenous perspective
- Communications plan

### Out of Scope

- Providing more than two webinars during Winter 2021

### Work plan Overview

| Deliverable/Milestone                                             | Date                     |
|-------------------------------------------------------------------|--------------------------|
| Create and implement a communication plan to promote the webinars | December — February 2021 |
| Organize and host webinar #1                                      | February 2021            |
| Organize and host webinar #2                                      | March 2021               |

| Project Team              |                     |
|---------------------------|---------------------|
| Clare Frater              | Project Manager     |
| Gillian Nicol             | Project Coordinator |
| Erin Coulson, Lisa Wilcox | Project Advisors    |

### Approved by:

Clare Frater

**Date: Dec 10, 2020**

### Endorsement:

EC resolution #:

**Date:**

| Budget                                    |                           |                  |
|-------------------------------------------|---------------------------|------------------|
| Budget Source: Reconciliation Action Plan |                           |                  |
| Fiscal                                    | Item                      | Cost             |
| 2020/2021                                 | Presenters Fees/Honoraria | \$3000.00        |
| 2020/2021                                 | Marketing and Promotions  | \$1000.00        |
|                                           | <b>Total</b>              | <b>\$4000.00</b> |

# BRIEFING

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|                |                                                                       |                            |                   |
|----------------|-----------------------------------------------------------------------|----------------------------|-------------------|
| <b>To:</b>     | Executive Committee                                                   | <b>For the Meeting of:</b> | December 16, 2020 |
| <b>From:</b>   | Trust Area Services                                                   | <b>Date Prepared:</b>      | December 9, 2020  |
| <b>SUBJECT</b> | Phase II of Islands 2050 Public Engagement & Policy Directions Report |                            |                   |

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**PURPOSE:** To update Executive Committee on Phase II of the Islands 2050 Public Engagement process, including next steps for the “Policy Directions” Report.

**BACKGROUND:**

**Islands 2050:** In Fall 2019, staff conducted an Islands 2050 public engagement process to solicit feedback on priority values and concerns for the Trust Area over the next thirty years. Staff consolidated the online and in-person feedback into a final report on: [“What We Heard - Islands 2050: The Future of the Trust Area”](#). In July 2020, the What We Heard Report was posted to the Islands Trust website and shared with email subscribers, advisory group members and First Nations. Following the guidance of the International Association for Public Participation (IAP2), the What We Heard Report aimed to report on the results of Phase I of the public engagement process without showing any decision making.

**Policy Directions Report:** At the same time, staff committed to follow up with a “What We Learned Report”, which would aim to build on the public feedback, along with early feedback from First Nations engagement, and outline some of the policy analysis by staff and Trust Programs Committee (TPC) working groups to date. Staff have since renamed the report to “Policy Directions” to more accurately reflect the current stage of the policy analysis process. It was further decided that the release of the Policy Directions Report would coincide with a second phase of public engagement through an online survey and online public forum, to be held in Winter 2021. (See Project Charter – Attachment 1).

Attachment 2 is an early draft of the Policy Directions Report. After incorporating feedback from Executive Committee, the report will undergo graphic design work prior to its planned release in late January. After considering various possible formats for this report, staff have opted for a hybrid of our usual graphic design approach with visual depiction of certain elements of the report by a Graphic Recorder who specializes in Visual Policy Analysis (a mix of illustrations and handwritten fonts). See <https://www.cassyexconsulting.com/work-samples> for samples of the Graphic Recorder’s work. Staff feel that this will be an effective communications tool to translate complex policy issues to a public audience in a visually appealing manner. Staff also value the expertise of this particular Graphic Recorder in depicting reconciliation related themes in a respectful manner.

**Public Engagement Phase II – January/February 2021:** After finalizing the report, staff will aim to release the Policy Directions Report to the public in late January 2021. The report will be posted on the Islands Trust website and shared with email subscribers, advisory group members and First Nations who are working with Islands Trust on Policy Statement amendments. At the same time, staff will launch a related Islands 2050 Online Survey via Survey Monkey, providing an opportunity for the public to provide further feedback on three new questions outlined at the end of the Policy Directions Report (with a three-week timeframe for survey response). The survey timeframe will be similar to the budget consultation timeframe, which will support cross-promotion and some savings in advertising.

In designing the second phase of public engagement and survey questions, staff have taken into account feedback received about the first round of public engagement. In addition to the development of more comprehensive audience lists to cast a wider net for public engagement, staff also plan to coordinate a weekend/weeknight online public forum to allow for more inclusive public participation. A further briefing on the public forum details will be provided to Executive Committee at a later date.

**Project Budget:** The Policy Statement Amendment Project has a \$45,000 budget for the 2020/21 fiscal year. So far in this fiscal year, the project has incurred \$4,000 in capacity funding to First Nations, \$1,000 in graphic design costs and \$2,000 in legal costs. A further \$12,000 in capacity funding to First Nations is projected to be allocated by January 2021. Graphic design costs for the Policy Directions Report will be drawn from this existing budget.

**Project Timeline:** On November 18, 2020, following Trust Program Committee's endorsement, Executive Committee approved a revised Project Charter v3 (Attachment 1) for the Policy Statement Amendment Project. The revised timeline extended the timeframe for Stage 3 to the end of January 2021, to allow more time for TPC and its working groups to outline specific policy directions. This change pushed First Reading from March to May 2021, while still maintaining a goal of reaching Fourth Reading by Summer 2022. The release of the Policy Directions Report will complete Stage 3 of the project timeline.



#### ATTACHMENT(S):

1. Policy Statement Amendment Project Charter Version 3
2. Draft Policy Directions Report (prior to graphic design work)

**FOLLOW-UP:** After seeking Executive Committee's approval on the content of the draft Policy Directions Report, staff will work to finalize the report with the Graphic Recorder and release it to the public in late January 2021. At the same time, staff will launch the online survey and coordinate and promote the online public forum. Following Phase II of the Islands 2050 Public Engagement, staff will continue with ongoing First Nations engagement and will begin the Policy Statement amendment bylaw drafting process in February 2021.

**Prepared By:** Dilani Hippola, Senior Policy Advisor, Trust Area Services

**Reviewed By/Date:** Gillian Nicol, Program Coordinator / December 9, 2020  
 Lisa Wilcox, Senior Intergovernmental Policy Advisor / December 9, 2020  
 David Marlor, Director, Local Planning Services / December 9, 2020  
 Clare Frater, Director, Trust Area Services / December 9, 2020  
 Russ Hotsenpiller, CAO / December 10, 2020

# Policy Statement Amendment Project - Project Charter v3

**Purpose** To support a Policy Statement Amendment process that encompasses First Nations and public engagement and that leads to a bylaw approved by Trust Council and the Minister.

**Background** Trust Council has assigned Executive Committee, with involvement from Trust Programs Committee as appropriate, to coordinate a review of the Policy Statement, specifically the Introduction, Part I, Part II and Schedule 1 - Definitions sections, and climate and housing policies, and to undertake meaningful engagement with First Nations in the process. With the project in progress, the 2020/21 budget will be used for engagement with First Nations, public engagement, referrals to agencies/First Nations, and legal review.

## Objectives

- Updated preamble and definitions
- Acknowledgement of First Nations treaty and traditional territory; and UNDRIP/ DRIPA / TRC / MMIWG
- Addition of climate and housing policies and other topics raised by First Nations
- Engagement with First Nations on policy amendments
- Re-familiarization of all parties and public with amendment processes

## In Scope

- FN / community engagement / intergovernmental advisory group
- Policy analysis
- Drafting
- Legal review
- Referral process and public input
- First, Second, Third & Fourth Readings by Trust Council
- Refer to Minister
- Implementation plan

## Out of Scope

- Treaty or territorial negotiations
- Consequential amendments to OCPs and LUBs

## Workplan Overview

| Major Deliverable/Milestone                                                                                                                                                                                                                                                                                                                                                                                                        | Date                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| -FN Engagement; Public Engagement 1: Islands 2050 In-Person & Online Engagement<br>-FN Engagement; What We Heard Report; Policy Analysis; TPC Working Group Review;<br>-FN Engagement; Public Engagement 2: What We Learned Report & Online Survey/Forum<br>-Staff Draft Amendments to Policy Statement Bylaw; TPC/RPC/EC Review; Inter-Agency Review; Legal Review; Consultative Area Database (FN Engagement) Report to Minister | June 2019 – January 2020<br>January – December 2020<br>January 2021<br>February – April 2021 |
| - <b>First Reading</b> (Special Trust Council Meeting)<br>-First Nations & Agency Referrals; Public Engagement 3 (Online Survey/Forum); Statutory Advertising<br>-Trust Council Considers Input / Redrafts As Needed; Second Legal Review, Second Referral to First Nations; Second Consultative Area Database Report to Minister                                                                                                  | May 2021<br>May – August 2021<br>September – November 2021                                   |
| - <b>Second Reading</b><br>- <b>Third Reading (Scenario 1)</b> —minor changes made and passed to Third Reading at same meeting)<br>- <b>Third Reading (Scenario 2)</b> —substantive changes needed before Third Reading)<br>-Refer Proposed Bylaw to Minister with Final FN Engagement Report. Allow Six Months for Review.                                                                                                        | December 2021<br>1) December 2021 or<br>2) March 2022<br>1) Jan 2022 or 2) April 2022        |
| - <b>Fourth Reading</b> ; Post Policy Statement to Website; Draft Implementation Plan                                                                                                                                                                                                                                                                                                                                              | 1) June 2022 or 2) Sept 2022                                                                 |

## Project Team

|                |                        |
|----------------|------------------------|
| TPC/EXEC       | Project Champions      |
| Clare Frater   | Project Manager        |
| Dilani Hippola | Policy Analysis        |
| Lisa Wilcox    | FN Engagement          |
| Gillian Nicol  | Public / FN Engagement |

## Approved by:

Clare Frater, Director, TAS

## Endorsement:

Date: Nov 18, 2020 (EC)

## Budget 2019-2022 (19/20 est. \$45k, 20/21 \$45K)

| Item                         | Cost            |
|------------------------------|-----------------|
| FN Engagement                | \$30,000        |
| Public Engagement            | \$35,000        |
| Graphic Design               | \$5,000         |
| Legal Review                 | \$10,000        |
| Statutory Advertising        | \$10,000        |
| <b>Total Activity Costs:</b> | <b>\$90,000</b> |

**DRAFT**

# **Policy Directions**

**Islands 2050: The Future of the Trust Area**

**Visual Policy Analysis  
& Public Engagement Phase II**

**Winter 2021**

# Acknowledgment





# Islands 2050:

## The Future of the Trust Area

We are updating the [Islands Trust Policy Statement](#) to be current, to be resilient to new challenges, and to take advantage of new and evolving opportunities.

In the Fall of 2019, through online and in-person engagement processes, we asked the public the following questions:

What do you value about the Trust Area?

What opportunities do you see to protect and preserve the Trust Area?

In the context of a changing climate, what concerns do you have for the next 30 years?

We summarized the public feedback received in a [“What We Heard” Report](#).

At the same time, Islands Trust began a parallel process of engagement with First Nations governments on the Policy Statement for the first time in the history of Islands Trust. Meaningful engagement with First Nations is critical to Trust Council’s commitment to Reconciliation.

We are now sharing some of our **policy directions** in **three priority areas** and launching a new **online survey** for further public input.

**Reconciliation**

**Climate Change**

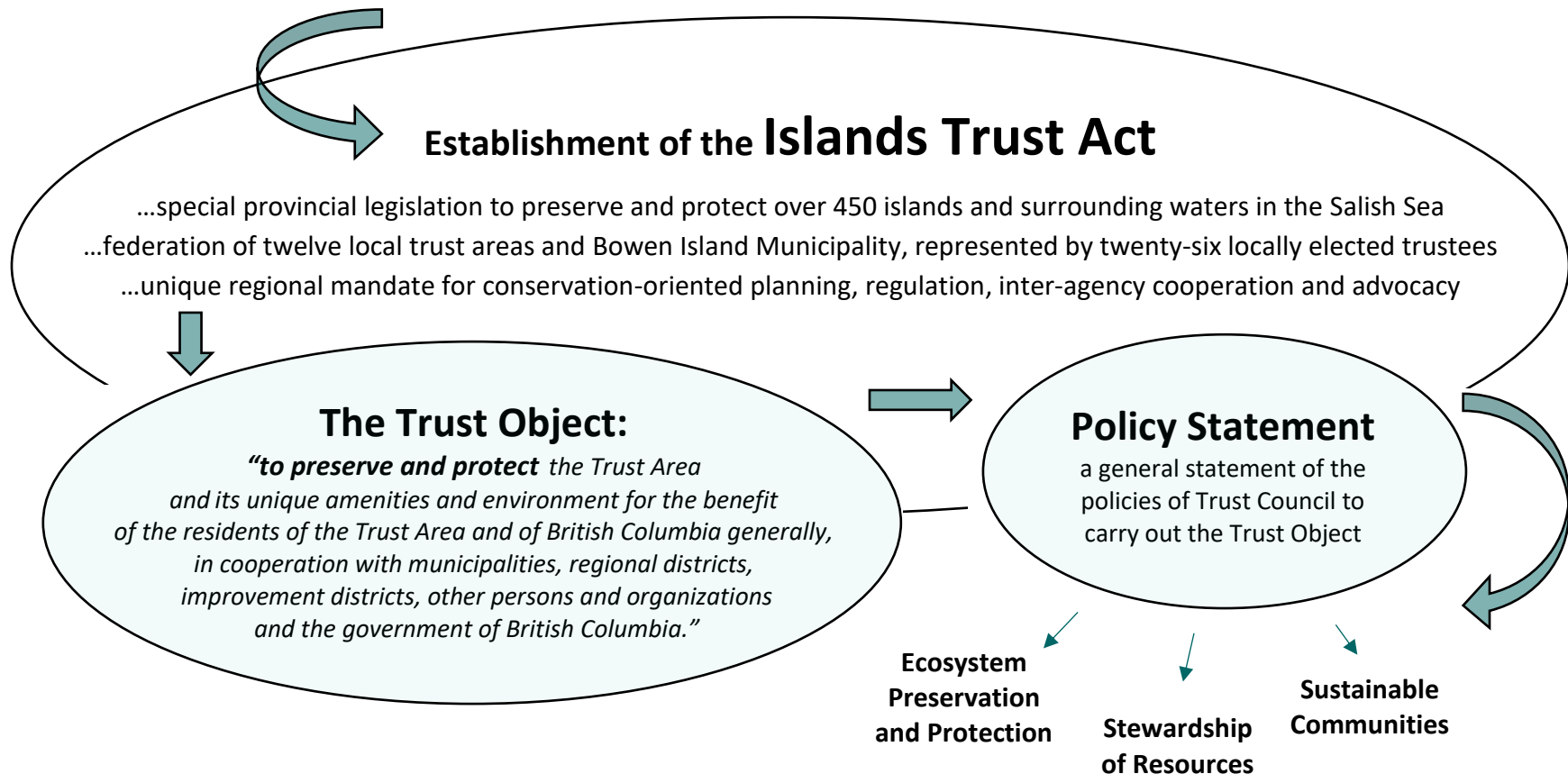
**Affordable Housing**

# The Islands Trust Object

## A Unique Mandate to Preserve & Protect...

To understand the Policy Statement, it is important to understand its origins...

In **1974**, the Government of British Columbia acknowledged that unrestrained development arising from the Trust Area's proximity to major urban centres could irreversibly damage this uniquely biodiverse and ecologically sensitive region.



*"It's important to always have a climate change lens on everything Islands Trust does. Policies and land use decision making should reflect these decisions."*  
-Public Engagement Participant

*"What is the 'carrying capacity' of each island? If these are not ascertained, continued and sustained, incremental growth and development (no matter how 'green' the development may be), will continue to be allowed to erode the functionality of the very ecosystems and resources that the Islands Trust is mandated to protect."*  
-First Nations Engagement Participant

*"I'm concerned most about running out of potable water. We've had an increase in dry winters, long droughts, and our water aquifers and lakes not filling. We need water to survive. Why aren't we making this a priority?"*  
-Public Engagement Participant

## A Complex Policy Environment

Growing **development pressures** and a **climate emergency** are leading to an increasingly complex policy environment. The Islands Trust Council needs to carefully balance multiple values while respecting its commitments to **reconciliation** and the **preserve & protect mandate**.

Climate Change  
Impacts

Freshwater  
Scarcity

Biodiversity  
Loss

Housing  
Crisis

Destruction of  
Cultural Heritage

Marine  
Pollution

*"We would like to see Islands Trust take a stronger stance on protection of marine resources like shellfish (...) Most of the bays are polluted and we have very few stretches of shoreline left to harvest in the Islands Trust jurisdictional area."*  
-First Nations Engagement Participant

*"Low impact rural solutions to affordable housing like land sharing, co-op housing, tiny home villages, retirement communities can be accomplished. Creative and ecological small footprint solutions are out there and can be obtained when there is a will."*  
-Public Engagement Participant

*"Many archaeological sites within the Gulf Islands have been damaged in the name of development."*  
-First Nations Engagement Participant

# Islands Trust Council Reconciliation Declaration

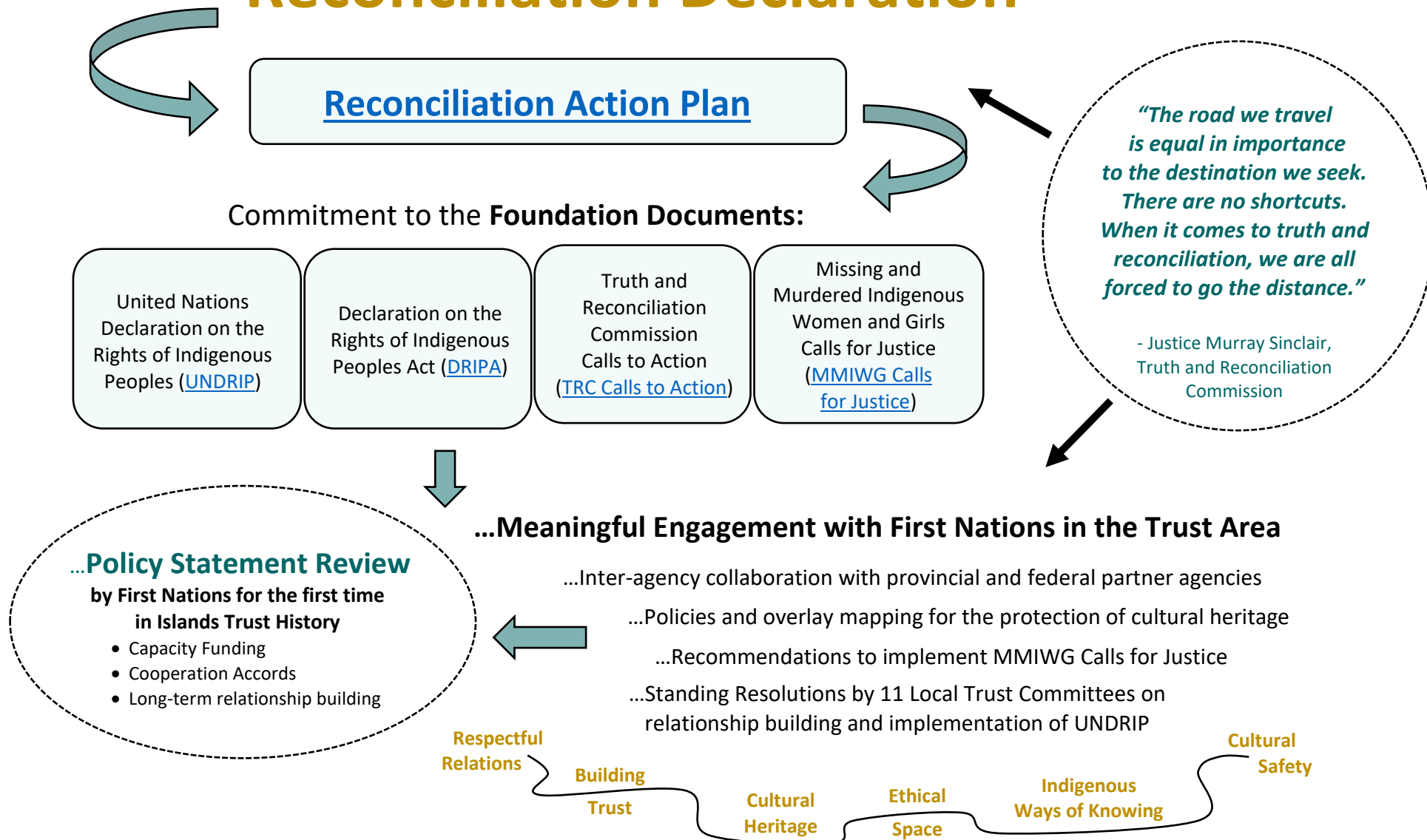
*"The Islands Trust Council acknowledges that the lands and waters that encompass the Islands Trust Area have been **home to Indigenous Peoples since time immemorial** and honours the **rich history, stewardship, and cultural heritage** that embody this place we all call home.*

*The Islands Trust Council is committed to establishing and maintaining mutually **respectful relationships** between Indigenous and non-Indigenous peoples. Islands Trust states a **commitment to reconciliation** with the understanding that this commitment is a **long-term relationship-building and healing process**.*

*The Islands Trust Council will strive to create opportunities for **knowledge sharing and understanding** as people come together to **preserve and protect** the special nature of the islands within the **Salish Sea**."*

**Adopted March 2019**

# Reconciliation Declaration



# Climate Change

In March 2019, Islands Trust joined governments around the world in declaring a **Climate Emergency** and making a commitment to take **urgent and equitable** climate action.

In Phase I of the Islands 2050 Public Engagement, we asked the public:

**In the context of a changing climate, what concerns do you have for the next 30 years?**

The public feedback we received highlighted several common themes:



*"I'm concerned about the loss of uninterrupted tracts of Coastal Douglas-fir forest and depreciating soil... because we can't preserve and protect what we don't have, and we are losing it rapidly."*

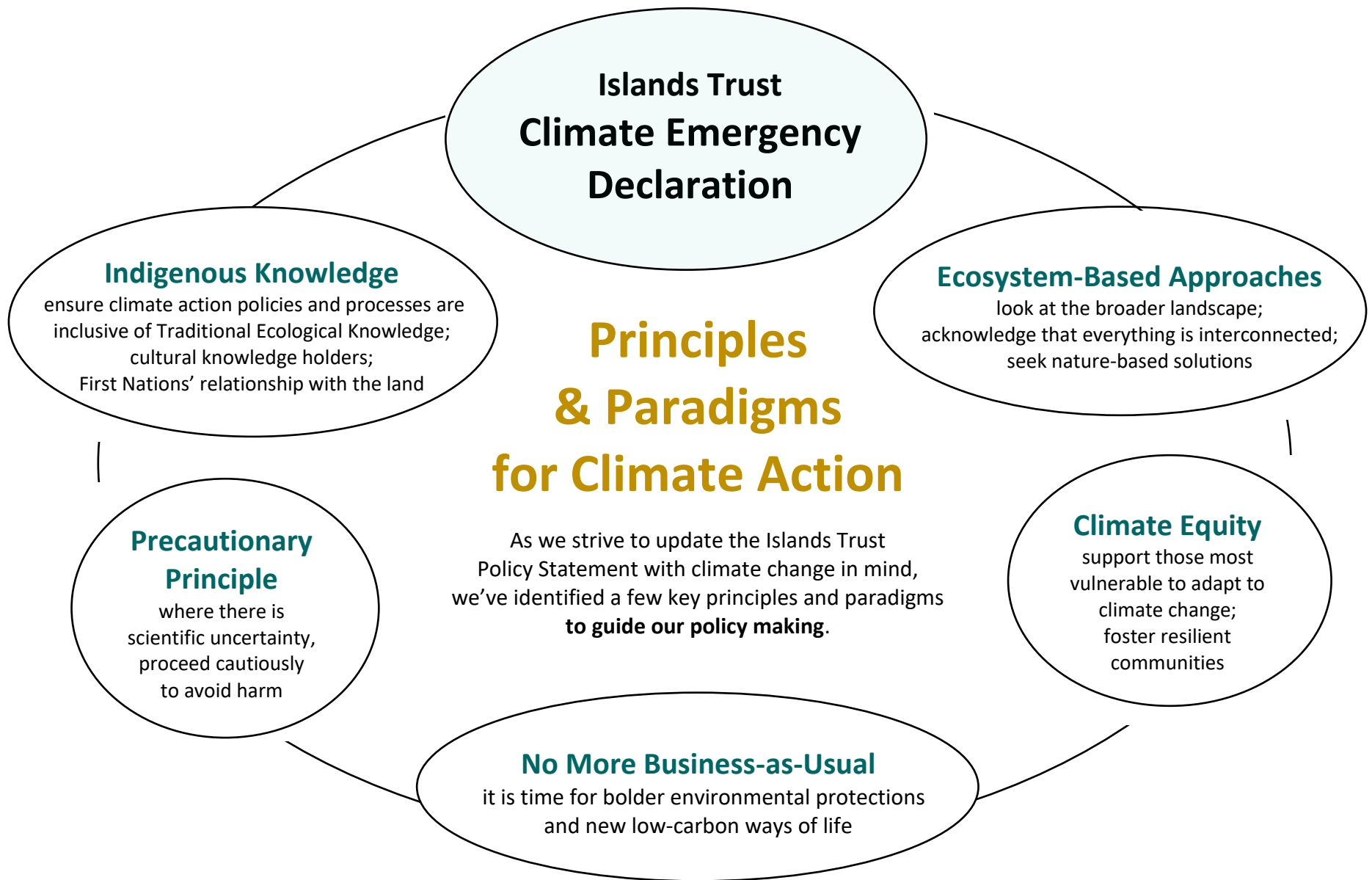
-Public Engagement Participant

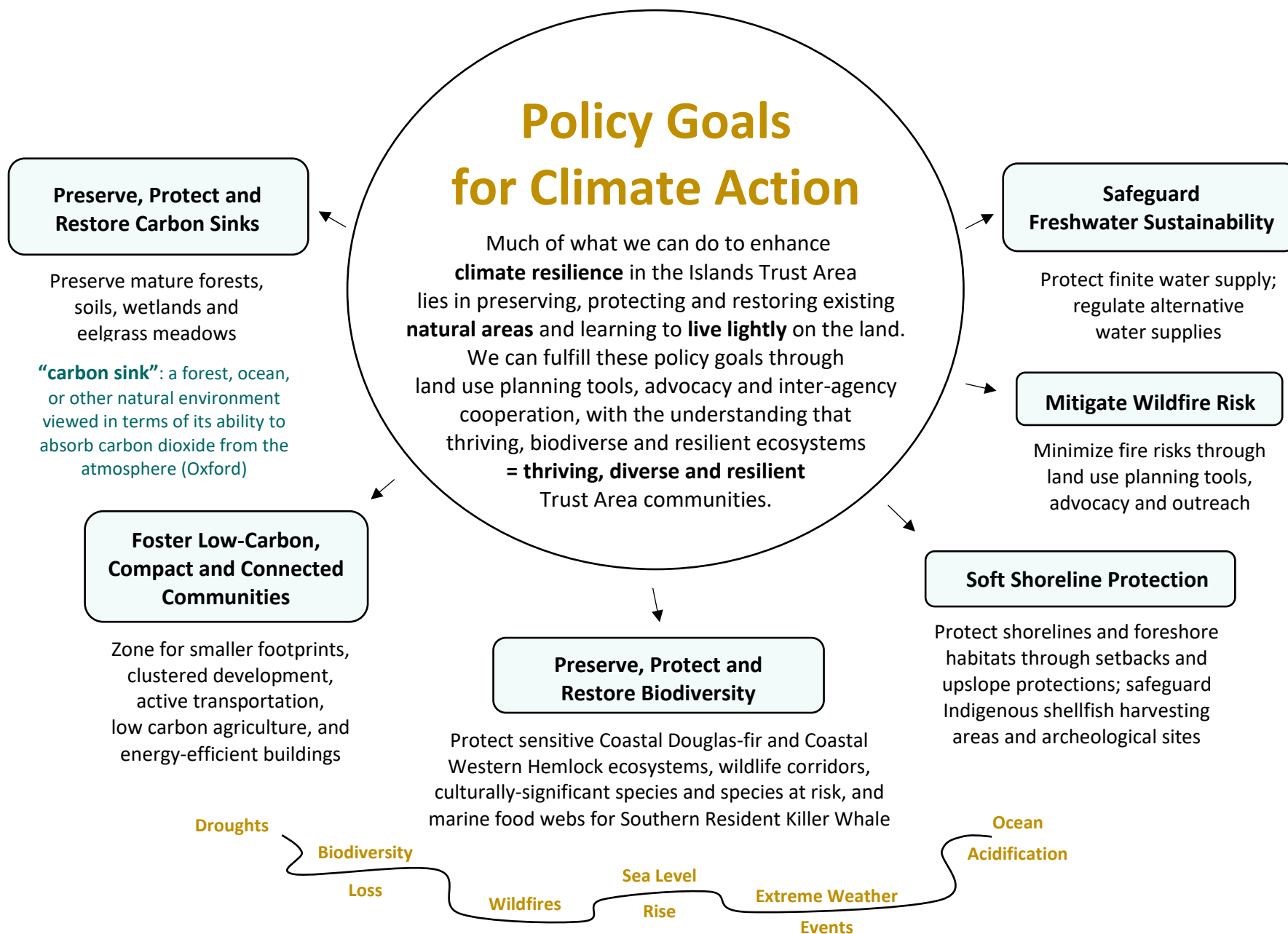
*"Should we as a community be able to invest in other means of collecting water, such as, rain barrels, roof water catchments and other types? Climate change is reducing the amount of rain in our area, which reduces the water in the aquifers."*

-Public Engagement Participant

*"We need to rethink our island transportation system. We need to move away from the auto-centric way of commuting. We need to encourage park and ride (limiting traffic on islands) and invest in electrified transportation."*

-Public Engagement Participant







# Affordable Housing

Many of the populated islands in the Trust Area are experiencing a shortage of **safe, secure and affordable** housing.

Addressing the shortage may require careful **rezoning** to increase density (people per lot) in areas deemed appropriate for **compact** and **energy-efficient** housing, **clustered** close to the village hub.

However, greater density often means greater impacts on **sensitive ecosystems** and can be constrained by a limited supply of **water**. We must also pay careful attention to the protection of First Nations' **cultural heritage sites**.

So, we are looking at innovative **density transfer tools** that take an **ecosystem-based approach**, reducing density in areas needing extra protection, and transferring it to less vulnerable and less biodiverse areas within island ecosystems.



*"We need attainable, creative housing solutions for diverse populations. Because we aren't adapting our development policies in line with changing demographics, and people are suffering as a result."*

-Public Engagement Participant

*"We need to direct new growth closer to villages, ferry terminals and transit. This includes smaller dwellings, shops and services. Reduce vehicle trips; enhance our sense of community and belonging; protect wild lands and forest from rural sprawl."*

-Public Engagement Participant

*"We need more compact, eco-friendly and affordable housing. Otherwise, our communities will fall apart and only wealthy retirees will be left."*

-Public Engagement Participant

# Public Engagement

## Phase II

Now that you have a sense of some of our policy planning to date, we have **three more questions** for you to further inform the policy development process:

**How comfortable do you feel with stronger land use regulations to protect ecosystems and communities from a changing climate?**

- ☐ very comfortable
- ☐ somewhat comfortable
- ☐ not at all comfortable

**What policies should Trust Council adopt to address the lack of affordable housing?**

**What other advice do you have for Trust Council as it updates the Policy Statement?**

Please provide your answers to these three questions online through the:

**ONLINE SURVEY**

# Islands 2050:

## The Path Forward...

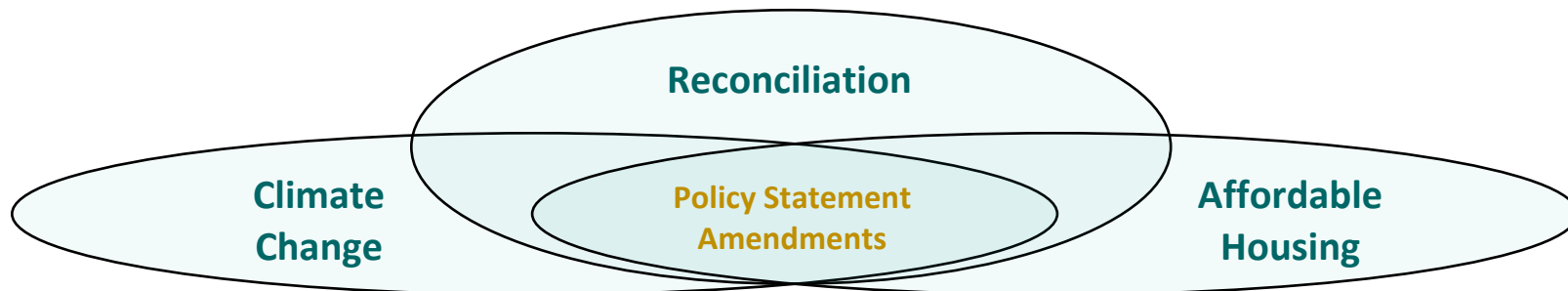
In the coming months, we will begin to draft amendments to the Policy Statement based on all the feedback we will have received from **First Nations**, the **public**, and Islands Trust **locally elected officials** and **staff**.

It won't be easy to satisfy all points of view. We will keep a watchful eye on the **Islands Trust Object** and our commitments to **Reconciliation** and the **Climate Emergency**, seeking **intersections** between the three priority areas identified by Trust Council.

If all goes according to plan, we hope to present draft Policy Statement amendments to Trust Council by **Spring 2021**, at which time we will also have opportunities for **further public input** as well as further input from First Nations and referral agencies. We aim to have the Policy Statement amendment bylaw adopted by the Minister of Municipal Affairs by Summer 2022.

Going forward, we hope to update the Policy Statement on a more regular basis. Any input that may be considered out of scope for this round of amendments will be brought forward for consideration by the next Trust Council term.

We look forward to **ongoing, inclusive and meaningful engagement** on this **living document** that sets out a vision for the **future of the Trust Area**.



# Stay Informed

Thank you for your interest and engagement in the  
**Islands 2050 Policy Statement Amendment Project.**

Sign up for the [Islands 2050 Subscriber Notice](#)  
on our website to receive email updates about the project  
and future public engagement opportunities.

Public input is always welcome at Islands Trust.  
We encourage individuals, community groups  
and agencies to write to us directly at:

[islands2050@islandstrust.bc.ca](mailto:islands2050@islandstrust.bc.ca)

#200 – 1627 Fort Street,  
Victoria, British Columbia, V8R 1H8

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Visit the Islands Trust website at:

[islandstrust.bc.ca](http://islandstrust.bc.ca)

# BRIEFING

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|                 |                                                                     |                            |                   |
|-----------------|---------------------------------------------------------------------|----------------------------|-------------------|
| <b>To:</b>      | Executive Committee                                                 | <b>For the Meeting of:</b> | December 16, 2020 |
| <b>From:</b>    | Carmen Thiel, Legislative Services Manager                          | <b>Date Prepared:</b>      | December 10, 2020 |
| <b>SUBJECT:</b> | <b>Proposed Amendments to Trust Council Procedure Bylaw No. 101</b> |                            |                   |

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**PURPOSE:** To brief Executive Committee on questions surrounding proposed changes to Trust Council's procedure bylaw to accommodate "regular" Trust Council electronic meetings on an ongoing basis.

**BACKGROUND:**

On Sept. 30, 2020, Executive Committee directed:

That Executive Committee direct that staff develop draft policy regarding the provision of electronic meetings for application by Trust Council and Committees for when the Provincial State of Emergency is concluded.

On October 21, 2020, Executive Committee asked:

That staff be requested to bring "Proposed Amendments to Trust Council Meeting Procedure Bylaw No. 101," to the December 16 Executive Committee meeting.

BC Reg. 283/2009 *Islands Trust Electronic Meeting Regulation* (which applies to all trust bodies), and Trust Council Bylaw No. 101, provide for both Trust Council and Council Committees to hold electronic meetings. For the October 21<sup>st</sup> meeting, staff presented proposed amendments to the electronic meeting provisions which included the following:

- |                                  |                           |                                                                                                    |
|----------------------------------|---------------------------|----------------------------------------------------------------------------------------------------|
| 1. <b>Section 4.4(a)</b>         | <b>Council Meetings</b>   | To provide that <u>both</u> regular and special meetings may be held entirely by electronic means. |
| 2. <b>Sections 4.4 (c) - (f)</b> | " "                       | To remove all restrictions regarding numbers of members or numbers of meetings                     |
| 3. <b>Section 11.11</b>          | <b>Committee Meetings</b> | Numerous proposals to remove restrictions for EC electronic participation.                         |
| 4. <b>Section 11.12</b>          | <b>Committee Meetings</b> | Remove requirement to use land line - many people do not have landlines                            |

The [Electronic Meetings Regulation](#) (also provided under Attachments) defines “special meeting” as a meeting other than a regular meeting or an adjourned meeting. The Regulation states that electronic meetings are permitted where authorized in a procedure bylaw and must include provisions for the following:

- A special meeting may be conducted by means of electronic or other communications facilities; or
- a member of a trust body who is unable to attend a council or a council committee meeting may participate in the meeting by means of electronic or other communications facilities.

**Issues to be considered:**

- Before presenting amendments to the Trust Council bylaw, staff intend to get legal clarification on whether the Regulation would restrict amendments to the Trust Council procedure bylaws to remove the following current restrictions on electronic attendance at regular meetings:
  - 1) the number of trustees who may attend a meeting - no more than four;
  - 2) the number meetings a trustee may attend in one calendar year – no more than one; and
  - 3) the Chair must attend in person;
- The procedure bylaw already provides that Trust Council, by a unanimous vote, may waive the restrictions mentioned in 1) and 2) above;
- The procedure bylaw already contains provisions for Council Committees to hold entirely electronic regular meetings, so can these same provisions be applied to Trust Council meetings;
- At a recent training seminar for Local Government Clerks and Corporate Officers, a Young Anderson lawyer counseled that once the State of Emergency due to Covid 19 is rescinded, the expectation is that local government boards and councils will return to in-person meetings to conduct their regular meeting business;
- The Islands Trust Conservancy Board would also like staff to explore amendments to its procedure bylaw to accommodate more “regular” electronic meetings; and
- The implications of moving to more all-electronic meetings or hybrid meetings, with in-person and electronic attendance, should be carefully considered to avoid unintended consequences.

**ATTACHMENT(S):**

1. [https://www.bclaws.ca/civix/document/id/complete/statreg/283\\_2009](https://www.bclaws.ca/civix/document/id/complete/statreg/283_2009)

**FOLLOW-UP:**

Staff to prepare RFD and Amendment Bylaw for Executive Committee consideration in early February 2020.

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**Prepared By:** Carmen Thiel

**Reviewed By/Date:** Russ Hotsenpiller, December 11, 2020

# BRIEFING

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|                 |                                             |                            |                   |
|-----------------|---------------------------------------------|----------------------------|-------------------|
| <b>To:</b>      | Executive Committee                         | <b>For the Meeting of:</b> | December 16, 2020 |
| <b>From:</b>    | Carmen Thiel, Legislative Services Manager  | <b>Date Prepared:</b>      | December 10, 2020 |
| <b>SUBJECT:</b> | <b>Trust Council Policy Review Analysis</b> |                            |                   |

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**PURPOSE:** To brief Executive Committee on the Trust Council policy review analysis and seek direction on how to proceed with the policy amendment project.

**BACKGROUND:** Staff has conducted a review of Trust Council's 106 policies to clarify which ones are current, to determine those that are considered top priority or secondary priority for amendment, and to note those where amendment or review is underway. A draft policy analysis document has been developed to analyze the status of policies.

It is estimated that 16 policies are considered to be top priority and 28 policies are considered to be secondary priority for updating or otherwise amending. In total, the review has shown that approximately 41% of the 106 policies require some review and possible amendment. In some cases the required amendments are extensive and in other cases are minor. There are some policies which may be recommended for repeal because they basically repeat content from provincial legislation.

The following is a *preliminary list* of the policies which may be considered under the top and secondary priority categories:

**TOP PRIORITIES:**

- 1) 2.1.2 Standards of Conduct
- 2) 2.1.6 Legal Advice
- 3) 2.2.1 RFDs/Reports
- 4) 2.2.2 Council Meeting Preparation
- 5) 2.2.3 Trust Council Resolutions Without Meeting
- 6) 2.3.1 Council Committee Systems
- 7) 5.4.1 Land Use Regulation Guidelines
- 8) 5.6.1 Application Processing Services
- 9) 5.6.2 Cost Recovery Agreements
- 10) 5.6.3 Extraordinary Processing Services Guidelines
- 11) 6.9.1 Legal Services Management
- 12) 6.9.2 Legal Services Access
- 13) 7.1.1 Administrative Fairness Principles
- 14) 7.1.2 Handling of Administrative Fairness Complaints
- 15) 7.2.4 Application Fee Refunds
- 16) 7.6.2 FOI Procedure

| <b>SECONDARY PRIORITIES</b>                                      | <b>SECONDARY con'td.</b>                                      |
|------------------------------------------------------------------|---------------------------------------------------------------|
| 1) 2.1.4 Coordination Agreement Process                          | 16) 5.8.1 Digital Information Distribution                    |
| 2) 2.1.8 Development Approval Info. Bylaws                       | 17) 5.9.1 Best Practices for Delivery of LPS Services to LTCs |
| 3) 2.1.12 Administration of Crown Land Acquisition Initiatives   | 18) 6.2.1 Priority Setting Guidelines                         |
| 4) 2.4.2 EC and ITC RWMs                                         | 19) 6.7.1 Work Program/FUAL                                   |
| 5) 2.4.6 EC Meeting Preparation                                  | 20) 6.10.3 Advocacy                                           |
| 6) 4.1.6 LTC Guidelines for Authorizing Decisions                | 21) 6.10.4 IT/ITC Communications                              |
| 7) 4.1.12 Associated Islands Project Prioritization Criteria     | 22) 6.11.1 Trustee/Staff Responsibility                       |
| 8) 4.3.1 Local/Advisory Transportation Com.                      | 23) 6.12.1 Trustee Training/Conference Attendance             |
| 9) 5.3.1 Holding Covenants and ROWs                              | 24) 7.1.5 Ombudsperson Referrals                              |
| 10) 5.3.2 Transfer of Density                                    | 25) 7.2.2 Administrative Services Charges                     |
| 11) 5.3.3 Acquisition of Community Park Land                     | 26) 7.4.4 On-Island Trustee Offices                           |
| 12) 5.3.4 School Site Acquisition Status Amendment Act Procedure | 27) 7.4.5 Carbon Neutral Operations                           |
| 13) 5.3.5 Best Practices for LTCs Holding Conservation Covenants | 28) 8.2.1 Staff Training/Conference Attendance                |
| 14) 5.4.3 Amenity Bonus Tools                                    |                                                               |
| 15) 5.4.4 Heritage Designation Bylaws                            |                                                               |

The Islands Trust management team has not yet had the opportunity to review the draft analysis document and there may be other suggestions following such review.

**FOLLOW-UP:**

Islands Trust management team needs to evaluate the draft policy analysis document. Once this is done, and direction has been provided by the Executive Committee on the preferred way to proceed, policy amendment work may begin and will be provided to Trust Council for consideration of approval in a phased manner.

**Prepared By:** Carmen Thiel

**Reviewed By/Date:** Russ Hotsenpiller, December 11, 2020



**From:** Peter Johnston  
**Sent:** Tuesday, September 29, 2020 8:59 AM  
**To:** Executive Committee Mailbox  
**Subject:** suggestion for you to consider

Hello Executive Committee members,

At our September Trust Council meeting, there was significant complaint about the two grueling days spent together on-line. I find it punishingly long, and tend to participate far less than I do at in-person meetings. I think this is true for many trustees, though there are some that participate fully and often at length.

I have a suggestion for dealing, in public, with at least the consent agenda items.

These reports, etc. could be posted on a Trust Council Meeting web page (one for each quarterly meeting) and trustees could post their questions or comments with each of the reports. Managers could respond to questions or give clarifications, as required, and trustees could express their views or opinions on the topic. All of this would be publicly available, though the public would not be permitted to post to the page, but just to read it.

This could take place over a couple of weeks before the scheduled meeting, with each trustee and manager participating when it is convenient for them, and as they feel the need. In most cases, this would be all that was required, as questions would be answered and topics clarified. If needed, a trustee or manager could request that the item be discussed when we do meet together, electronically or (possibly again) in person.

Would this not satisfy the need to meet in public, and have all information and discussion be public? I think that this might be a useful and convenient way for reports, and possibly briefings, to be received and dealt with, and it would make the real-time meetings briefer and more efficient.

Thanks for considering this. Thank you for all your energy, time and effort for us all.. Peter

**From:** George Kruzynski [REDACTED]  
**Sent:** Monday, November 23, 2020 8:25 AM  
**To:** Clare Frater <[cfrater@islandstrust.bc.ca](mailto:cfrater@islandstrust.bc.ca)>  
**Subject:** RE: Disturbance by unmuffled boat exhaust noise

Hello again Clare,  
Here is a copy of Alan Drinkwater's original e-mail.  
George

Hi George. Great to hear from you!

There are thousands of people across the country who, like you, are fed up with the disruption caused by a small number of selfish boat operators. I am on Shuswap Lake; during this past summer, I was bombarded daily by improperly muffled boats.

Excessive boat noise is a persistent, pervasive and growing problem on Canadian lakes and waterways. Across our country, the increase in the number of high performance boats with illegal or non-existent muffler systems is spoiling the enjoyment of our on-the-water and beach activities, and is diminishing the outdoors/cottage experience.

The current federal legislation governing boat noise is unenforceable. Hence the RCMP will not act on motor noise complaints. Because Transport Canada has jurisdiction over all waterways, there is nothing a local government can do re boat noise; even if the local government's bylaw encompasses boat motor noise, it is not enforceable.

There are a number of common complaints re motor boats - noise, speed, wake, loud music. We feel it is best to tackle noise first as it is already covered by the current legislation. It will be easier to enhance existing legislation, rather than trying to have the legislation expanded to cover other issues. One step at a time.

Formed by *Safe Quiet Lakes*, the **Decibel Coalition** is a national organization whose objective is to strengthen federal legislation to include decibel limits on motorboat noise that are easily enforced. Such legislation has proven highly successful in the EU and 27 American states. For more information: <https://safequiet.ca/decibel-coalition/>

To motivate Transport Cda and the Federal Government to strengthen the existing boat noise legislation, we need to demonstrate there is across-Canada support for

implementing decibel-based motor boat noise limits. The waters around North Saanich are important. **Can you refer me to an organization in your area that might consider joining the Decibel Coalition and supporting its efforts to deal with excessive boat noise on Canada's lakes and waterways?\***

Additional info:

There is no cost to an organization to be a member of the Decibel Coalition. Currently Safe Quiet Lakes is providing administrative and website support to Decibel Coalition. If in due course individuals wish to provide financial support, that will be much appreciated.

During the next 6 months, we are focussed on recruiting lake-oriented associations (recreation, residents, environmental, etc) and beginning discussions with BC RCMP to bring them on board and gain their commitment to delivering an effective enforcement program.

A lobbyist will be hired Summer/21 to work with Transport Canada and the Federal government. Patience is a virtue; it is expected to take 2-3 years to have the enhanced legislation in place.

A semiannual newsletter is planned to keep member organizations informed of Decibel Coalition's progress and plans.

Thank you.

Sincerely,  
Alan D.

Alan Drinkwater, CPA CA  
BC & AB Representative, Decibel Coalition



\* (Regrettably we are unable to offer membership to individual citizens - reasoning is Transport Canada will be much more influenced by the list of member organizations with interests in lakes, rivers, ocean areas and other waterways across Canada).

**From:** Clare Frater [<mailto:cfrater@islandstrust.bc.ca>]  
**Sent:** November-22-20 3:32 PM  
**To:** [REDACTED]  
**Cc:** ssiinfo  
**Subject:** RE: Disturbance by unmuffled boat exhaust noise

Hello George,

Thank you for your e-mail. Could I please have your consent to add your e-mail to the next Executive Committee agenda on December 16 so they can decide whether to allocate staff resources to this topic?

Regards,

Clare Frater  
Director, Trust Area Services  
Islands Trust  
In Victoria 250-405-5192  
Websites: [www.islandstrust.bc.ca](http://www.islandstrust.bc.ca) | [www.islandstrustconservancy.ca](http://www.islandstrustconservancy.ca)  
*Preserving Island communities, culture and environment since 1974*

*I am humbly thankful that I live and work in the territory of the BOĶĖĆEN, Cowichan, Halalt, Homalco, K'ómok, Klahoose, Lake Cowichan, Lekwungen, Lyackson, MÁLEXEL, Penelakut, Qualicum, Scia'new, selilwitulh, SEMYOME, Shishálh, Snaw-naw-as, Snuneymuxw, Sḵwxwú7mesh, SṪÁUTW, Stz'uminus, SXIMEĹĹ, T'Sou-ke, Tla'amin, Tsawwassen, We Wai Kai, Wei Wai Kum, WJOĹĹLP, WSIKEM, and xʷməθkʷəy̓əm.*

**From:** [REDACTED]  
**Sent:** Saturday, November 21, 2020 7:17 PM  
**To:** Clare Frater <[cfrater@islandstrust.bc.ca](mailto:cfrater@islandstrust.bc.ca)>  
**Cc:** ssiinfo <[ssiinfo@islandstrust.bc.ca](mailto:ssiinfo@islandstrust.bc.ca)>  
**Subject:** Disturbance by unmuffled boat exhaust noise

Greetings from North Saanich,  
Several years ago, I made a concerted effort to get the local marine RCMP to 'go after' and muzzle unmuffled Cigarette-style power boat owners who were wreaking havoc with our right to peace and quiet on local waters. We live some distance inland from the waterfront on Curteis Point but can clearly hear the roar at our place during the summer. We sail, row and kayak out of Westport Marina and consider this to be our "quiet time". Of course we share the waters with conventional powerboats, fish boats and occasionally a really loud diesel cruiser. Not a problem..to each his/her own. The issue is the unmuffled or muffler bypassed fast boats (as in attached) that have no regard for anyone but themselves. I had contacted the local RCMP at the time but to no avail, so I gave up. This past summer was relatively (COVID) quiet with only one boat out daily, but in normal years there can be several roaring around between North Saanich marinas, Tulista Park launch ramp by the Anacortes ferry dock, and Sidney/James Island.

A few days ago I had a call from a fellow (Alan Drinkwater) in Vancouver who is trying to expand [Decibel Coalition – Safe Quiet Lakes](#) membership here in BC with the intent of lobbying Transport Canada to amend small boat legislation to include noise

measurement and control. Alan is looking for organizations, rather than individuals, to support this effort. I presume that the Gulf Islands are not immune to this summertime aural onslaught, so I figured I'd ask Islands Trust.

Several years ago, after my submission to the Peninsula News Review, <https://www.peninsulanewsreview.com/news/noisy-boats-prompt-complaint-from-north-saanich-man/> I was contacted by a gentleman living on the peninsula looking out on Satellite Channel who was complaining about the noise issue. So I figured that the same would hold true on the Saltspring shore.

So the question is.. is there enough interest in solving this noise problem on any of the Gulf Islands ? If so, I can provide Alan's e-mail address for you.

Thanks

George Kruzynski

North Saanich



December 3, 2020

Executive Committee  
Islands Trust Council

Dear Members of the Executive Committee,

**RE: GL-RZ-2019.1 (GIGARHS)**

On behalf of the Board of the Gulf Islands Galisle Affordable Rental Housing Society, I express our appreciation for your decision of November 18, 2020 to sponsor our rezoning application fees.

Your generous decision to sponsor the \$4950 in fees will benefit our work in making secure rental housing a reality on Galiano Island.

Kind regards,

*Lisa Gauvreau*

Lisa Gauvreau  
President, GIGARHS

**From:** Diana Owens [REDACTED]  
**Sent:** Saturday, December 5, 2020 12:01 PM  
**To:** MAH minister <[MAH.minister@gov.bc.ca](mailto:MAH.minister@gov.bc.ca)>  
**Cc:** information <[information@islandstrust.bc.ca](mailto:information@islandstrust.bc.ca)>  
**Subject:** Enhance Islands Trust's Jurisdiction Over Tree Cutting

Dear Sir,

I support Peter Luckham, Chair of the Islands Trust Council in his request to strengthen Islands Trust's ability to respond effectively to the activities that are contributing to climate change in the Trust Area. There is an urgent need for regulations for ethical and sustainable forest management practices to prevent clearcutting of sensitive forest eco-systems, in the entire province and certainly on the island on which I live, Gabriola. I applaud Islands Trust for recognizing that protection of the sensitive forest eco-system should be their top priority and taking steps to mitigate climate change.

I hope that the government can take immediate steps to help our officials become more effective at dealing with this urgent crisis.

Regards,

Diana Owens, Resident of Gabriola Island

**From:** lovel@sanjuans.org <lovel@sanjuans.org>

**Sent:** Monday, December 7, 2020 7:11 PM

**To:** Clare Frater <cfrater@islandstrust.bc.ca>; Lori Foster <lfoster@islandstrust.bc.ca>

**Subject:** Concerns re. low sulfur marine fuel oils

Hi Clare and Lori,

I'm following up on my earlier communications about the August 20, 2020 letter from Friends of the San Juans and 40 additional organizations asking WA State Governor Inslee to oppose the proposed Roberts Bank Terminal 2, and, if Canada was going to approve this new container ship terminal, to advocate for Canadian decision-makers to require additional conditions. One of the conditions requested was to require container ships that would call on Roberts Bank Terminal 2 to exclusively use low sulfur marine fuel oil, and not continue to use Heavy Fuel Oil (accompanied by the use of scrubbers).

Earlier today I sent staff at the Governor's Office the attached summary of recent research and the impacts from the Mauritius oil spill that have raised new concerns about the use of low sulfur marine fuel oils. This has prompted a reconsideration of the request to require container ships that would call on Roberts Bank Terminal 2 to exclusively use low sulfur marine fuel oil. This request had been based on the understanding that in addition to reducing air pollution (by reducing sulfur oxides emissions to the atmosphere), the low sulfur marine fuel oils, if spilled, would be less impactful to the environment than a spill of Heavy Fuel Oil. This issue is more complicated than initially understood, and an environmental trade-off assessment would require more information.

This issue is also significant in terms of oil spill response preparedness here in the Salish Sea. To be prepared to respond to a potential spill of low sulfur marine fuel oil, more information is urgently needed on the low sulfur marine fuel oils being manufactured in this region as well as the low sulfur fuel oils aboard the vessels calling on ports in the Salish Sea.

The attached issue paper outlines the recent research on low sulfur marine fuel oils and the impacts from the Mauritius oil spill.

Thank you for your attention to this and for all your good work!

Lovel

**Lovel Pratt | Marine Protection and Policy Director | Friends of the San Juans**

she/her/hers | Work days: Mon.-Thurs. | PO Box 1344 | Friday Harbor, WA 98250 | 360.298.7225

[www.sanjuans.org](http://www.sanjuans.org) | [donate](#) | [facebook](#) | [e-news](#)



December 4, 2020

## Unintended Consequences of Low Sulfur Marine Fuel Oil

Current issues summarized by Lovel Pratt, Marine Protection and Policy Director, Friends of the San Juans

Recent research and the impacts from the Mauritius oil spill have raised new concerns about the new low sulfur marine fuel oil required by the IMO (International Maritime Organization) as of January 1, 2020, to reduce air pollution (by reducing sulfur oxides emissions to the atmosphere).<sup>1</sup> The report, “Characterization of Low Sulfur Fuel Oils (LSFO) - A new generation of marine fuel oils” found that oil spill response to spills of low sulfur marine fuel oils could be even more challenging than a response to spills of the previous Heavy Fuel Oils, particularly in cold water conditions. The report identified issues with mechanical recovery and a low potential for the use of in-situ burning and dispersants.<sup>2</sup>

The low sulfur marine fuel oil aboard the bulk carrier MV *Wakashio* that caused the Mauritius oil spill has resulted in significant environmental impacts,<sup>3</sup> and may have caused the deaths of at least 50 whales and dolphins.<sup>4</sup> *Forbes* reported that claims for damages from the oil spill “could top \$10 billion.”<sup>5</sup> The Mauritius oil spill is the first reported spill of the new type of low sulfur marine fuel oil. This tragic accident has provided an opportunity for real-world research on the impacts of these new low sulfur fuel oils. The Woods Hole Oceanographic Institution’s analysis of the oil from the Mauritius oil spill found that “the material is a complex and unusual mix of hydrocarbons—and even though some of the components in it may have already degraded or evaporated, what remains still gives it the ability to persist in the environment.”<sup>6</sup>

The IMO requirement to limit the sulfur in fuel oil for ships is intended to reduce air pollution and provide major health and environmental benefits, particularly for coastal communities and ecosystems and especially near ports. However, an unintended consequence could be that fuels produced with a de-sulfurization process could result in oils that, if spilled, might also change the oils’ behaviors and toxicity. Based on the recent studies and the Mauritius oil spill’s impacts, it is clear that more research is needed to understand the range of impacts from spills of the new low sulfur marine fuel oils, including how those impacts compare with the impacts from spills of other marine fuel oils and how the risk of impacts from spills of low sulfur marine fuel oils compares with the benefits from reduced air pollution. Additional information is urgently needed to identify and require the spill response resources needed to respond to spills of low sulfur marine fuel oils.

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<sup>1</sup> MARPOL Annex VI, regulation 14. [http://www.marpoltraining.com/MMSKOREAN/MARPOL/Annex\\_VI/r14.htm](http://www.marpoltraining.com/MMSKOREAN/MARPOL/Annex_VI/r14.htm)  
See also IMO webpage: Sulphur 2020 – cutting sulphur oxide emissions.

<https://www.imo.org/en/MediaCentre/HotTopics/Pages/Sulphur-2020.aspx>

<sup>2</sup> Sørheim, Kristin Rist; Daling, Per Snorre; Cooper, David; Bust, Ian; Faksness, Liv Guri; Altin, Dag; Pettersen, Thor-Arne; Bakken, Oddveig Merethe. 2020. *Characterization of Low Sulfur Fuel Oils (LSFO) – A new generation of marine fuel oils - OC2020 A-050*. SINTEF Ocean AS. <https://hdl.handle.net/11250/2655946>

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Recorded Webinar - Weathering Behaviour and Oil Spill Response Options for Low Sulphur Fuel Oil. November 20, 2020. [https://www.oilspillresponse.com/technical-library/lsof\\_webinar/](https://www.oilspillresponse.com/technical-library/lsof_webinar/)

<sup>3</sup> BBC World Service. August 12, 2020. *Why the Mauritius oil spill is so serious*. <https://www.bbc.com/news/world-africa-53754751>

Nature. August 27, 2020. *How Mauritius is cleaning up after major oil spill in biodiversity hotspot*. <https://www.nature.com/articles/d41586-020-02446-7>

<sup>4</sup> NBC News. August 29, 2020. *Dead whales wash ashore as Mauritius faces oil spill aftermath*. <https://www.nbcnews.com/news/world/dead-whales-wash-ashore-mauritius-faces-oil-spill-aftermath-n1238714>

Forbes. September 24, 2020. *Grizzly Discovery Pushes Whale And Dolphin Death Toll To 50 Following Mauritius Oil Spill*. <https://www.forbes.com/sites/nishandegnarain/2020/09/24/grizzly-discovery-pushes-whale-and-dolphin-death-toll-to-50-following-mauritius-oil-spill/?sh=38037e4b7fe5>

<sup>5</sup> Forbes. Nov 24, 2020. *Anatomy Of An Oil Spill: Mauritius Insurance Claim Could Top \$10 Billion*. <https://www.forbes.com/sites/nishandegnarain/2020/11/24/anatomy-of-an-oil-spill-mauritius-insurance-claim-could-top-10-billion/?sh=2634f30c40ab>

<sup>6</sup> Woods Hole Oceanographic Institution. October 29, 2020. *First Detailed Oil Sample Analysis Completed from Mauritius Oil Spill*. <https://www.whoi.edu/press-room/news-release/first-detailed-oil-sample-analysis-completed-from-mauritius-oil-spill/>



## Top Priorities Report

### Executive Committee

#### 1. *Islands Trust Act Amendments*

Investigate possibility of amendments to the Islands Trust Act to broaden the Islands Trusts ability to serve its communities and to strengthen its mandate to preserve and protect. Strategic Plan #20)

Responsible

Russ Hotsenpiller

Dates

Rec'd: 26-Oct-2016

#### 2. *Update Islands Trust Policy Statement*

With involvement from Trust Programs Committee as appropriate, co-ordinate a review of the Policy Statement including a First Nations and public engagement process. Project charter approved February 26, 2020. (Strategic Plan #10, #16, #22, #23)

Responsible

Clare Frater

Dates

Target: 15-Sep-2022

#### 3. *Climate Change Emergency*

Matters pertaining to Islands Trust declaring a climate change emergency. (Strategic Plan #10)

Responsible

Russ Hotsenpiller

Dates

Rec'd: 05-Jun-2019

#### 4. *Business Response to COVID-19*

Draft and implement safety plan, consider public messaging as needed.

Responsible

Russ Hotsenpiller

Dates

Rec'd: 15-Apr-2020

## Top Priorities Report

### Executive Committee

#### 5. *First Nations Reconciliation*

#### Responsible

#### Dates

Implementation of the Reconciliation Action Plan. (Strategic Plan Items #17 & #18)

Russ Hotsenpiller

Rec'd: 02-Sep-2020

**Projects Report****Executive Committee****1. *Development of an Islands Trust Communications Strategy*****Responsible****Date Received**

Including development of a new website. (Strategic Plan Item #14)

Clare Frater

30-Aug-2017

**2. *Marine Advocacy*****Responsible****Date Received**

Associated with i.) impact of commercial activities on SRKW (SP#4), ii.) oil spills and iii.) anchorages.

Clare Frater

02-Sep-2020

**3. *Broadcast Public Meetings*****Responsible****Date Received**

Develop the capacity to broadcast public meetings of Local Trust Committees, Council Committees and Trust Council. (Strategic Plan Item #13)

Clare Frater

02-Sep-2020

Julia Mobbs

Russ Hotsenpiller

**4. *Improve Communications about the Islands Trust*****Responsible****Date Received**

Related to Strategic Plan Items #13 and #14.

Clare Frater

30-Aug-2017

**5. *NAPTEP regulation changes to increase the percentage of tax exemption*****Responsible****Date Received**

Strategic Plan Item #3.

Clare Frater

02-Sep-2020

Kate Emmings



## Projects Report

### Executive Committee

#### 6. *Advocate to reduce negative impacts of shellfish aquaculture practices*

Responsible

Date Received

Develop project charter and budget requests to build organizational capacity (knowledge and time) related to shellfish aquaculture advocacy.

16-Aug-2017

#### 7. *First Nations Reconciliation*

Responsible

Date Received

MMIWG Calls for Justice Resolutions

21-Oct-2020

1. All staff required to take training related to cultural safety in keeping with the Missing and Murdered Indigenous Women and Girls Calls for Justice.
2. That staff plan education on the Missing and Murdered Indigenous Women and Girls Calls for Justice for trustees and senior staff.
4. Staff to include information about the Missing and Murdered Indigenous Women and Girls Calls for Justice and cultural safety in staff and trustee orientation materials.
5. Draft amendments to the Communications Policy and the Advocacy Policy to address the Missing and Murdered Indigenous Women and Girls Calls for Justice.